City of Mount Gambier

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Mount Gambier SA 5290

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Mount Gambier SA 5290

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I hereby give notice that an Ordinary Meeting of Council will be held on:

Date:	**Tuesday, 18 June 2024**
Time:	**6.00 p.m.**
Location:	**Council Chamber** **Civic Centre** **10 Watson Terrace** **Mount Gambier**

AGENDA

Ordinary Council Meeting
18 June 2024

Sarah Philpott
Chief Executive Officer
14 June 2024

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1 ACKNOWLEDGEMENT OF COUNTRY

WE ACKNOWLEDGE THE BOANDIK PEOPLES AS THE TRADITIONAL CUSTODIANS OF THE LAND WHERE WE MEET TODAY. WE RESPECT THEIR SPIRITUAL RELATIONSHIP WITH THE LAND AND RECOGNISE THE DEEP FEELINGS OF ATTACHMENT OUR FIRST NATIONS PEOPLES HAVE WITH THE LAND.

2 APOLOGIES

Nil

3 LEAVE OF ABSENCE

Nil

4 CONFIRMATION OF COUNCIL MINUTES

Ordinary Council Meeting - 21 May 2024

RECOMMENDATION

That the minutes of the Ordinary Council meeting held on 21 May 2024 be confirmed as an accurate record of the proceedings of the meeting.

5 MAYORAL REPORT

5.1 MAYORAL REPORT - JUNE 2024 – REPORT NO. AR23/81568

- Memorial Service for Kelvin Smibert
- LCLGA Mayors Catch-up (virtual)
- Overnight stay at Government House including afternoon tea and breakfast with Her Excellency Frances Adamson AC, the Governor of South Australia and Mr Rod Bunten
- LGA Ordinary General Meeting – Adelaide Town Hall
- Mount Gambier 2035 Budget discussions
- Mount Gambier 2035 final Community Panel Session
- Installation of Feast of Vesak Lanterns with Srilankan community
- Radio Interview with Llew Jones – 5GTR FM
- LCLGA Workshops – Destination Development Review and Budget Review
- South Australian Business Chamber dinner at The Barn
- Introductory meeting with Jonathan Navalta, elected member visiting from the Philippines
- Limestone Coast Regional Sporting Academy – Uniform Presentations
- Elected Member Briefing – Presentation from Mount Gambier 2035 Community Panel
- Meeting with Minister Champion (by phone)
- Catch-up with Adrian Maywald, LCLGA Executive Officer
- Catch up with Mayor Jeff Pope, Mayor of Kingston District Council
- Catch up with tourism staff
- Special LCLGA Board Meeting
- Meeting with David Walker (Flipout / Kaboom Entertainment) and General Manager Corporate and Regulatory Services
- Meeting with LCLGA Executive Officer, Adrian Maywald
- Audit and Risk Committee Meeting
- Meeting with Mount Gambier Residents and Ratepayers Association
- Meet with LCLGA Destination Development Manager, Kate Napper
- Elected Member Briefing – Strategic Planning Session – Workshop Draft Plan
- Meeting with Michael Kelledy (Kelledy Jones Lawyers) – on behalf of LCLGA
- Radiotherapy Working Group Meeting with new Limestone Coast Local Health Network CEO
- LCLGA Mayors Catch-up (virtual)
- Drop In Sessions x2 – Draft Annual Business Plan & Budget
- LCLGA Special Board Meeting
- Elected Member Briefing – Planet Youth – Presentation by Sophie Boucher (Substance Misuse Limestone Coast)
- Elected Member Briefing – Summer on Watson and CBD Activation Debrief

- Elected Member Briefing – Railway Lands Play Space
- Morning tea with residents of Hallmont Estate
- Audit and Risk Committee Meeting
- City of Mount Gambier Meeting with Minister Bettison
- LCLGA Meeting with Minister Bettison
- Exhibition Launch at the Riddoch Art Gallery – Clarice Beckett, Natalya Hughes and Beth Kay
- Attend Changeover Lunch Lions Club of Blue Lake Lioness
- CEO Performance Review Committee Meeting
- Special Council Meeting – Budget

6 REPORTS FROM COUNCILLORS

7 QUESTIONS WITH NOTICE

7.1 QUESTION WITH NOTICE - UMPHERSTON SINKHOLE/BALAMBUL - MASTER PLAN

Meeting:	**Council**
CM9 Reference:	**AF23/328**
Member:	**Josh Lynagh, Councillor**

The following question on notice was received from Councillor Cr Josh Lynagh.

Question

While acknowledging there is still work to be done with Umpherston Sinkhole/Balambul through the master plan, has Council historically or in recent years given consideration to the other Sinkhole just 120m south east of Umpherston/Balambul on private land?

Response

To be provided at the meeting.

REPORT RECOMMENDATION

That the response to the question regarding Umpherson Sinkhole/Balambul - Master Plan raised by Councillor Cr Josh Lynagh be received and noted.

ATTACHMENTS

Nil

7.2 QUESTION WITH NOTICE - 2025/2026 LONG TERM FINANCIAL PLAN - TOP WASTE PRIORITIES

Meeting:	**Council**
CM9 Reference:	**AF23/328**
Member:	**Paul Jenner, Councillor**

The following question on notice was received from Councillor Cr Paul Jenner.

Question

What are the top seven things that are being considered in the 2025/2026 Long Term Financial Plan for the further approximation of the 20% increase in the City of Mount Gambier waste management charge?

Response

To be provided at the meeting.

REPORT RECOMMENDATION

That the response to the question regarding 2026/2026 Long Term Financial Plan - Top Waste Priorities raised by Councillor Cr Paul Jenner be received and noted.

ATTACHMENTS

Nil

7.3 QUESTION WITH NOTICE - AIRBNB'S AND LONG TERM RENTAL ACCOMMODATION

Meeting:	**Council**
CM9 Reference:	**AF23/328**
Member:	**Kate Amoroso, Councillor**

The following question on notice was received from Councillor Kate Amoroso.

Question

Given the apparent number of Airbnb's and other short-term rental approvals in our community, has there been a noticeable uptick in the number of approvals for these types of rentals over the past 24 months and if so how many? How is the Council monitoring and managing the impact of these rentals on our local housing market, including concerns like housing availability, affordability, and neighborhood stability?

Response

To be provided at the meeting.

REPORT RECOMMENDATION

That the response to the question regarding Airbnb's and Long Term Rental Accommodation raised by Councillor Kate Amoroso be received and noted.

ATTACHMENTS

Nil

8 QUESTIONS WITHOUT NOTICE

Nil

9 PETITIONS

Nil

10 DEPUTATIONS

Nil

11 NOTICE OF MOTION TO RESCIND OR AMEND

Nil

12 ELECTED MEMBERS INFORMATION BRIEFING SESSIONS

12.1 ELECTED MEMBER INFORMATION/BRIEFING SESSIONS FROM 20/05/2024 TO 14/06/2024 – REPORT NO. AR23/81514

Meeting: **Council**

CM9 Reference: **AF23/328**

Author: **Sally Wilson, Executive Administrator City Infrastructure**

Authoriser:

REPORT RECOMMENDATION

1. That Council Report No. AR23/81514 titled 'Elected Member Information/Briefing Sessions from 20/05/2024 to 14/06/2024' as presented on 18 June 2024 be noted.

ATTACHMENTS

1. Confidential Information Briefing Session - Elected Members - Record of Proceedings - 21/05/2024 - Native Title Update ⇩
2. Information Briefing Session - Elected Members - Record of Proceedings - 28/05/2024 - Mount Gambier 2035 - Presentation from Community Panel Members ⇩
3. Information Briefing Session - Elected Members - Record of Proceedings - 04/06/2024 - Elected Member Strategic Planning Session - Impromptu Confidential Update on Legal Matter & Update on Meeting with Mount Gambier & District Resident and Ratepayers Assoc ⇩
4. Information Briefing Session - Elected Members - Record of Proceedings - 11/06/2024 - Planet Youth Substance Misuse Limestone Coast - Debrief CBD Activation Summer on Watson - Railway Lands Play Space - Impromptu Special Council Meeting Process/Location ⇩

INFORMATION / BRIEFING SESSIONS
TUESDAY, 21 MAY 2024, 4:30 PM

Ref: AF22/549

RECORD OF PROCEEDINGS
TUESDAY, 21 MAY 2024, 4:30 PM
Council Chamber, Civic Centre
10 Watson Terrace, Mount Gambier

WE ACKNOWLEDGE THE BOANDIK PEOPLES AS THE TRADITIONAL CUSTODIANS OF THE LAND WHERE WE MEET TODAY. WE RESPECT THEIR SPIRITUAL RELATIONSHIP WITH THE LAND AND RECOGNISE THE DEEP FEELINGS OF ATTACHMENT OUR INDIGENOUS PEOPLES HAVE WITH THIS LAND.

The sessions described at Item 1 was not open to the public as the matter to be discussed is of a confidential nature within the ambit of Section 90(3) of the Local Government Act 1999 being:

(h) Legal advice.

1. NATIVE TITLE UPDATE

GUEST:-

Taara Kennedy, Special Counsel, Norman Waterhouse Lawyers

MEMBERS PRESENT:-	STAFF PRESENT:-
Mayor Lynette Martin	Chief Executive Officer
Cr Max Bruins	General Manager City Infrastructure
Cr Frank Morello	General Manager Corporate and Regulatory Services
Cr Jason Virgo	
Cr Mark Lovett	
Cr Josh Lynagh	
Cr Paul Jenner	

MEMBERS APOLOGIES:-	LEAVE OF ABSENCE:-
Cr Sonya Mezinec	Nil
Cr Kate Amoroso	

DISCUSSION:

Native Title Update.

Discussion closed at 5.25 p.m.

INFORMATION / BRIEFING SESSION
5:00 PM, TUESDAY, 28 MAY 2024

Ref: AF22/549

RECORD OF PROCEEDINGS
5:00 PM, TUESDAY, 28 MAY 2024
Wulanda Recreation and Convention Centre
Margaret Street, Mount Gambier

WE ACKNOWLEDGE THE BOANDIK PEOPLES AS THE TRADITIONAL CUSTODIANS OF THE LAND WHERE WE MEET TODAY. WE RESPECT THEIR SPIRITUAL RELATIONSHIP WITH THE LAND AND RECOGNISE THE DEEP FEELINGS OF ATTACHMENT OUR INDIGENOUS PEOPLES HAVE WITH THIS LAND.

The session described at Item 1. below was open to the public.

1. PRESENTATION FROM MOUNT GAMBIER 2035 COMMUNITY PANEL

GUESTS:

Alison Whibley and Matthew Crowden - Vision Group
Lynette Corletto and Mike Stevens - Strategic Priorities Group
Le-Anne Thomson and Monica Hart - Cultural Identity Group
Mount Gambier 2035 Community Panel Members

MEMBERS PRESENT:-	STAFF PRESENT:-
Mayor Lynette Martin	Chief Executive Officer
Cr Frank Morello	General Manager City Infrastructure
Cr Max Bruins	General Manager Corporate and Regulatory Services
Cr Jason Virgo	Manager Strategic Projects
Cr Josh Lynagh	Strategic Development Co-ordinator
Cr Paul Jenner	Media and Communications Co-ordinator
	Manager Economy Strategy and Engagement
	Strategic Development and Visitor Economy Coordinator

MEMBERS APOLOGIES:-	LEAVE OF ABSENCE:-
Cr Sonya Mezinec	Nil
Cr Kate Amoroso	
Cr Mark Lovett	

DISCUSSION:

Presentation from Mount Gambier 2035 Community Panel.

Discussion closed at 6.06 p.m.

INFORMATION / BRIEFING SESSION
5:00 PM, TUESDAY, 4 JUNE 2024

Ref: AF22/549

RECORD OF PROCEEDINGS
5:00 PM, TUESDAY, 4 JUNE 2024
Council Chamber, Civic Centre
10 Watson Terrace, Mount Gambier

WE ACKNOWLEDGE THE BOANDIK PEOPLES AS THE TRADITIONAL CUSTODIANS OF THE LAND WHERE WE MEET TODAY. WE RESPECT THEIR SPIRITUAL RELATIONSHIP WITH THE LAND AND RECOGNISE THE DEEP FEELINGS OF ATTACHMENT OUR INDIGENOUS PEOPLES HAVE WITH THIS LAND.

The session described at Item 1. below was open to the public.

1. ELECTED MEMBER STRATEGIC PLANNING SESSION

MEMBERS PRESENT:-	STAFF PRESENT:-
Mayor Lynette Martin	Chief Executive Officer
Cr Max Bruins	General Manager Corporate and Regulatory Services
Cr Frank Morello	General Manager City Infrastructure
Cr Jason Virgo	Manager Strategic Projects
Cr Paul Jenner	Strategic Engagement and Development Co-ordinator
Cr Josh Lynagh	

MEMBERS APOLOGIES:-	LEAVE OF ABSENCE:-
Cr Kate Amoroso	Nil
Cr Sonya Mezinec	
Cr Mark Lovett	

DISCUSSION:

Discussion held on the Draft Community Vision for Mount Gambier 2035.

The session described at Item 2. below was not open to the public as the matter to be discussed is of a confidential nature within the ambit of Section 90(3) of the Local Government Act 1999 being:

(a) information the disclosure of which would involve the unreasonable disclosure of information concerning the personal affairs of any person (living or dead);

(h) legal advice.

2. IMPROMPTU UPDATE ON LEGAL MATTER

MEMBERS PRESENT:-	STAFF PRESENT:-
Mayor Lynette Martin	Chief Executive Officer
Cr Max Bruins	General Manager Corporate and Regulatory Services
Cr Frank Morello	General Manager City Infrastructure
Cr Jason Virgo	Manager Strategic Projects

Cr Paul Jenner	Strategic Engagement and Development Co-ordinator
Cr Josh Lynagh	

MEMBERS APOLOGIES:-	LEAVE OF ABSENCE:-
Cr Kate Amoroso	Nil
Cr Sonya Mezinec	
Cr Mark Lovett	

DISCUSSION:

Update on Legal Matter.

The session described at Item 3. below was open to the public.

3. IMPROMPTU BRIEFING / UPDATE ON MEETING WITH MOUNT GAMBIER AND DISTRICTS RESIDENTS AND RATEPAYERS

MEMBERS PRESENT:-	STAFF PRESENT:-
Mayor Lynette Martin	Chief Executive Officer
Cr Max Bruins	General Manager Corporate and Regulatory Services
Cr Frank Morello	General Manager City Infrastructure
Cr Jason Virgo	Manager Strategic Projects
Cr Paul Jenner	Strategic Engagement and Development Co-ordinator
Cr Josh Lynagh	

MEMBERS APOLOGIES:-	LEAVE OF ABSENCE:-
Cr Kate Amoroso	Nil
Cr Sonya Mezinec	
Cr Mark Lovett	

DISCUSSION:

A brief update was provided by Mayor Martin on latest meeting with Mount Gambier and Districts Residents and Ratepayers Association Chair and Researcher.

Discussion closed at 6.40 p.m.

INFORMATION / BRIEFING SESSION
TUESDAY, 11 JUNE 2024 COMMENCING AT 5:00 PM

Ref: AF22/549

RECORD OF PROCEEDINGS
5:00 PM, TUESDAY, 11 JUNE 2024
Council Chamber, Civic Centre
10 Watson Terrace, Mount Gambier

WE ACKNOWLEDGE THE BOANDIK PEOPLES AS THE TRADITIONAL CUSTODIANS OF THE LAND WHERE WE MEET TODAY. WE RESPECT THEIR SPIRITUAL RELATIONSHIP WITH THE LAND AND RECOGNISE THE DEEP FEELINGS OF ATTACHMENT OUR INDIGENOUS PEOPLES HAVE WITH THIS LAND.

The sessions described at Item 1, 2, 3 and 4 were open to the public.

1. PLANET YOUTH – PRESENTATION BY SOPHIE BOUCHER – SUBSTANCE MISUSE LIMESTONE COAST

MEMBERS PRESENT:-	STAFF PRESENT:-
Sophie Boucher, Substance Misuse Limestone Coast	

MEMBERS PRESENT:-	STAFF PRESENT:-
Mayor Martin	Chief Executive Officer
Cr Frank Morello	General Manager Corporate and Regulatory Services
Cr Paul Jenner	General Manager City Infrastructure
Cr Max Bruins	Manager Library and Community Development
Cr Josh Lynagh	Manager Economy, Strategy and Engagement
Cr Jason Virgo	Strategic Engagement and Development Coordinator

MEMBERS APOLOGIES:-	LEAVE OF ABSENCE:-
Cr Sonya Mezinec	Nil
Cr Mark Lovett	
Cr Kate Amoroso	

DISCUSSION:

Presentation of Planet Youth Data.

2. DEBRIEF – CBD ACTIVATION AND SUMMER ON WATSON

MEMBERS PRESENT:-	STAFF PRESENT:-
Mayor Martin	Chief Executive Officer
Cr Frank Morello	General Manager Corporate and Regulatory Services
Cr Paul Jenner	General Manager City Infrastructure
Cr Max Bruins	Manager Economy, Strategy and Engagement
Cr Josh Lynagh	Strategic Engagement and Development Coordinator
Cr Jason Virgo	Manager Engineering, Design and Assets

MEMBERS APOLOGIES:-	LEAVE OF ABSENCE:-
Cr Sonya Mezinec Cr Mark Lovett Cr Kate Amoroso	Nil

DISCUSSION:

Debrief on CBD Activation and Summer on Watson.

3. RAILWAY LANDS PLAY SPACE

MEMBERS PRESENT:-	STAFF PRESENT:-
Mayor Martin	Chief Executive Officer
Cr Frank Morello	General Manager Corporate and Regulatory Services
Cr Paul Jenner	General Manager City Infrastructure
Cr Max Bruins	Manager Economy, Strategy and Engagement
Cr Josh Lynagh	Manager Engineering, Design and Assets
Cr Jason Virgo	Strategic Engagement and Development Coordinator

MEMBERS APOLOGIES:-	LEAVE OF ABSENCE:-
Cr Sonya Mezinec Cr Mark Lovett Cr Kate Amoroso	Nil

DISCUSSION:

Presentation of Design Concepts for the Railway Lands Play Space.

4. IMPROMPTU – SPECIAL COUNCIL MEETING PROCESS AND LOCATION

MEMBERS PRESENT:-	STAFF PRESENT:-
Mayor Martin	Chief Executive Officer
Cr Frank Morello	General Manager Corporate and Regulatory Services
Cr Paul Jenner	General Manager City Infrastructure
Cr Max Bruins	Manager Economy, Strategy and Engagement
Cr Josh Lynagh	Manager Engineering, Design and Assets
Cr Jason Virgo	Strategic Engagement and Development Coordinator

MEMBERS APOLOGIES:-	LEAVE OF ABSENCE:-
Cr Sonya Mezinec Cr Mark Lovett Cr Kate Amoroso	Nil

DISCUSSION:

Discussion on Special Council Meeting process and location.

Discussion closed at 7.20 p.m

13 ELECTED MEMBERS TRAINING AND DEVELOPMENT

Nil

14 COUNCIL ACTION ITEMS

14.1 COUNCIL ACTION ITEMS - 21/05/2024 – REPORT NO. AR23/81541

Meeting: **Council**

CM9 Reference: **AF23/328**

Author: **Sally Wilson, Executive Administrator City Infrastructure**

Authoriser:

REPORT RECOMMENDATION

1. That Council Report No. AR23/81541 titled ‘Council Action Items - 21/05/2024’ as presented on 18 June 2024 be noted.

ATTACHMENTS

1. Council Action Items - 21 May 2024 ⇩

Division:
Meeting: Council
Officer:
Date From: 21/05/2024
Date To: 21/05/2024
Action Sheets Report
Printed: 13 June 2024 10:22 AM

Meeting	Officer/Authoriser	Section	Subject
Council 21/05/2024	Chant, Tahlee Fetherstonhaugh, Jane	Elected Members Information Briefing Sessions	Elected Member Information/Briefing Sessions from 15/04/2024 to 17/05/2024

RESOLUTION 2024/97

Moved: Cr Max Bruins
Seconded: Cr Josh Lynagh

1. That Council Report No. AR23/81513 titled 'Elected Member Information/Briefing Sessions from 15/04/2024 to 17/05/2024' as presented on 21 May 2024 be noted.

CARRIED

Meeting	Officer/Authoriser	Section	Subject
Council 21/05/2024	Chant, Tahlee Fetherstonhaugh, Jane	Council Action Items	Council Action Items - 16/04/2024

RESOLUTION 2024/98

Moved: Cr Frank Morello
Seconded: Cr Mark Lovett

1. That Council Report No. AR23/81539 titled 'Council Action Items - 16/04/2024' as presented on 21 May 2024 be noted.

CARRIED

Division:
Meeting: Council
Officer:
Date From: 21/05/2024
Date To: 21/05/2024
Action Sheets Report
Printed: 13 June 2024 10:22 AM

Meeting	Officer/Authoriser	Section	Subject
Council 21/05/2024	Pasquazzi, Ashlee Fetherstonhaugh, Jane	Chief Executive Officer Performance Review Committee	Minutes of the Chief Executive Officer Performance Review Committee held on 16 April 2024

RESOLUTION 2024/99

Moved: Cr Max Bruins
Seconded: Cr Mark Lovett

That the Minutes of the Chief Executive Officer Performance Review Committee meeting held on 16 April 2024 as attached be noted.

CARRIED

Meeting	Officer/Authoriser	Section	Subject
Council 21/05/2024	Scoggins, Julie Fetherstonhaugh, Jane	Council Reports	Budget Review 3 2023/2024

RESOLUTION 2024/100

Moved: Cr Max Bruins
Seconded: Cr Jason Virgo

1. That Council Report No. AR24/31602 titled 'Budget Review 3 2023/2024' as presented on 21 May 2024 be noted.
2. That Council adopts the revised budget for the year ending 30 June 2024 as at 31 March 2024 (Budget Review 3) as attached to Report No. AR24/31602.

CARRIED

Division:
Meeting: Council
Officer:
Date From: 21/05/2024
Date To: 21/05/2024
Action Sheets Report
Printed: 13 June 2024 10:22 AM

Meeting	Officer/Authoriser	Section	Subject
Council 21/05/2024	Scoggins, Julie Fetherstonhaugh, Jane	Council Reports	Draft 2024/2025 Annual Business Plan and Budget for Public Consultation

RESOLUTION 2024/101

Moved: Cr Paul Jenner
Seconded: Cr Mark Lovett

1. That Council Report No. AR24/31975 titled 'Draft 2024/2025 Annual Business Plan and Budget for Public Consultation' as presented on 21 May 2024 be noted.
2. That Council endorse the 2024/2025 Draft Annual Business Plan and Budget for public consultation as attached to Report No. AR24/31975.
3. That Council authorises the Chief Executive Officer to make any necessary changes to the draft 2024/2025 Annual Business Plan and Budget document arising from this meeting, together with any editorial amendments and finalisation of the document's formatting and graphic design.
4. That a Special Council meeting be scheduled for Tuesday 18 June 2024 at 5:00pm at which members of the public may ask questions and make submissions on the draft 2024/2025 Annual Business Plan and Budget as part of its public consultation activities.

CARRIED

Meeting	Officer/Authoriser	Section	Subject
Council 21/05/2024	Scoggins, Julie Fetherstonhaugh, Jane	Council Reports	Draft Long Term Financial Plan for Public Consultation

RESOLUTION 2024/102

Moved: Cr Paul Jenner
Seconded: Cr Max Bruins

1. That Council Report No. AR24/32051 titled 'Draft Long Term Financial Plan for Public Consultation' as presented on 21 May 2024 be noted.
2. That Council endorse the Draft Long Term Financial Plan 2025-2034 as attached to Report No. AR24/32051 for community consultation.
3. Authorises the Chief Executive Officer to make any necessary changes to the draft Long Term Financial Plan 2025-2034 document arising from this meeting, together with any editorial amendments and finalisation of the document's formatting and graphic design.

CARRIED

Division:
Meeting: Council
Officer:
Date From: 21/05/2024
Date To: 21/05/2024
Action Sheets Report
Printed: 13 June 2024 10:22 AM

Meeting	Officer/Authoriser	Section	Subject
Council 21/05/2024	Wilson, Sally Cernovskis, Barbara	Council Reports	Draft Asset Management Plans (AMPS) 2025-2034 for Public Consultation

RESOLUTION 2024/103

Moved: Cr Paul Jenner
Seconded: Cr Max Bruins

1. That Council Report No. AR24/32627 titled 'Draft Asset Management Plans (AMPS) 2025-2034 for Public Consultation' as presented on 21 May 2024 be noted.
2. That Council endorse the following Draft Asset Management Plans 2025-2034 for community consultation:
   - Draft Asset Management Summary 2025-2034
   - Draft Infrastructure Asset Management Plan 2025-2034
   - Draft Plant and Equipment Asset Management Plan 2025-2034
   - Draft Buildings and Structures Asset Management Plan 2025-2034
3. That Council authorises the Chief Executive Officer to make any necessary changes to the draft Asset Management Plans 2025-2034 documents arising from this meeting, together with any editorial amendments and finalisation of the document's formatting and graphic design.

CARRIED

Meeting	Officer/Authoriser	Section	Subject
Council 21/05/2024	Scoggins, Julie Fetherstonhaugh, Jane	Council Reports	Adoption of Schedule of Fees and Charges 2024/2025

RESOLUTION 2024/104

Moved: Cr Paul Jenner
Seconded: Cr Max Bruins

1. That Council Report No. AR24/20873 titled 'Adoption of Schedule of Fees and Charges 2024/2025' as presented on 21 May 2024 be noted.
2. Council notes there are three fee authority categories: Statutory, Delegation and Council.

Division:
Meeting: Council
Officer:
Date From: 21/05/2024
Date To: 21/05/2024
Action Sheets Report
Printed: 13 June 2024 10:22 AM

3. Council adopts the fees and charges set by Council included in the Schedule of Fees and Charges (Attachment 1)
4. Council notes the fees and charges set under delegation included in the Schedule of Fees and Charges (Attachment 1)
5. Council notes that the 12 new fees and charges for the Institute Building and 1 new fee for dog adoption as included in the Schedule of Fees and Charges (Attachment 1) will be effective immediately.
6. Council notes the fees and charges set by statute as contained in the Schedule of Fees and Charges (Attachment 1). These fees will be updated once gazetted.
7. That Council authorises the Chief Executive Officer or Delegate to make any necessary changes to the Schedule of Fees and Charges 2024/2025 arising from this meeting, together with any editorial amendments and changes that do not materially alter the integrity of the document.
8. That a further workshop be held on the Schedule of Fees and Charges before the end of this Calendar Year.

CARRIED

Meeting	Officer/Authoriser	Section	Subject
Council 21/05/2024	Shearing, Biddie Fetherstonhaugh, Jane	Council Reports	Grants and Sponsorship Policy

RESOLUTION 2024/105

Moved: Cr Josh Lynagh
Seconded: Cr Frank Morello

1. That Council Report No. AR24/32700 titled 'Grants and Sponsorship Policy' as presented on 21 May 2024 be noted.
2. That the Grants and Sponsorship Policy as attached to Report AR24/32700 (Attachment 1) be endorsed to take effect from 1 July 2024.
3. That Policy D230 Donations Authority to Approve Requests be rescinded.
4. That the Grants and Sponsorship Assessment Panel Terms of Reference as attached to Report AR24/32700 (Attachment 2) be endorsed.
5. That Cr. Josh Lynagh and Cr Frank Morello be appointed to the Assessment Panel which expires November 2026 in line with Local Government Council Elections.

CARRIED

Division:
Meeting: Council
Officer:
Date From: 21/05/2024
Date To: 21/05/2024
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Meeting	Officer/Authoriser	Section	Subject
Council 21/05/2024	Cernovskis, Barbara Philpott, Sarah	Council Reports	Community Partner Proposal 2024/2025 - Pioneers Basketball Club

RESOLUTION 2024/106

Moved: Cr Paul Jenner
Seconded: Cr Max Bruins

1. That Council Report No. AR24/32705 titled 'Community Partner Proposal 2024/2025 - Pioneers Basketball Club' as presented on 21 May 2024 be noted.
2. That Council only consider financial support for the current 2024 Pioneers season.
3. That Council increase the financial support for the Pioneers Basketball Club 2024 season by $15,000 to an amount of $40,000 out of the current budget.
4. That an Elected Member workshop be scheduled to be conducted before the end of November 2024 to discuss Councils overall contribution to the Pioneers Basketball Club sponsorship and access to Wulanda, including representatives of Pioneers and Belgravia attending as appropriate to provide Council information.

CARRIED

Meeting	Officer/Authoriser	Section	Subject
Council 21/05/2024	Manarangi, Karl Cernovskis, Barbara	Council Reports	Quarterly Update - City Operations Infrastructure - Works in Progress

RESOLUTION 2024/107

Moved: Cr Paul Jenner
Seconded: Cr Mark Lovett

1. That Council Report No. AR24/11518 titled 'Quarterly Update - City Operations Infrastructure - Works in Progress' as presented on 21 May 2024 be noted.

CARRIED

Division:
Meeting: Council
Officer:
Date From: 21/05/2024
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Meeting	Officer/Authoriser	Section	Subject
Council 21/05/2024	Izzard, Aaron Cernovskis, Barbara	Council Reports	Waste Activities and Master Planning

RESOLUTION 2024/108

Moved: Cr Paul Jenner
Seconded: Cr Frank Morello

1. That Council Report No. AR24/33573 titled 'Waste Activities and Master Planning' as presented on 21 May 2024 be noted.

CARRIED

Meeting	Officer/Authoriser	Section	Subject
Council 21/05/2024	Shearing, Biddie Fetherstonhaugh, Jane	Council Reports	Draft Local Affordable Housing Plan

RESOLUTION 2024/109

Moved: Cr Josh Lynagh
Seconded: Cr Frank Morello

1. That Council Report No. AR24/29427 titled 'Draft Local Affordable Housing Plan' as presented on 21 May 2024 be noted.
2. That Council endorses the Draft Local Affordable Housing Plan as attached and the commencement of community consultation.
3. That a report be presented back to Council to consider the community feedback.

CARRIED

Division:
Meeting: Council
Officer:
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Meeting	Officer/Authoriser	Section	Subject
Council 21/05/2024	Solly, Elisa Fetherstonhaugh, Jane	Council Reports	Railway Lands Play Space - Learn to Ride Space

RESOLUTION 2024/110

Moved: Cr Frank Morello
Seconded: Cr Max Bruins

1. That Council Report No. AR24/30771 titled 'Railway Lands Play Space - Learn to Ride Space' as presented on 21 May 2024 be noted.
2. That the concept plan of the Learn to Ride space as attached to this report AR24/30771 be referred to a council briefing before the June council meeting.
3. That the Youth Space concept plan and Nature Play concept plan be referred to a future Council Meeting.
4. That Council appropriately commemorates the contribution made by Mount Gambier Out of School Hours Care to the project.

CARRIED

Meeting	Officer/Authoriser	Section	Subject
Council 21/05/2024	McLean, Sharny Philpott, Sarah	Council Reports	Communications Survey Results and Draft Media and Communications Strategy

RESOLUTION 2024/111

Moved: Cr Mark Lovett
Seconded: Cr Paul Jenner

1. That Council Report No. AR24/33742 titled 'Communications Survey Results and Draft Media and Communications Strategy' as presented on 21 May 2024 be noted.
2. That the Media and Communications Strategy, as attached to Council Report No. AR24/33742 be endorsed.

CARRIED

Division:
Meeting: Council
Officer:
Date From: 21/05/2024
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Meeting	Officer/Authoriser	Section	Subject
Council 21/05/2024	Philpott, Sarah Philpott, Sarah	Council Reports	Standing Committee on Regional Development, Infrastructure and Transport National Inquiry into Local Government Sustainability - Draft Submission

RESOLUTION 2024/112

Moved: Cr Frank Morello
Seconded: Cr Max Bruins

1. That Council Report No. AR24/30011 titled 'Standing Committee on Regional Development, Infrastructure and Transport National Inquiry into Local Government Sustainability - Draft Submission' as presented on 21 May 2024 be noted.
2. Council approves the submission as attached to this report, with the CEO authorised to make changes to the submission arising from feedback given at the meeting, and to make minor typographical corrections that do not materially impact the intention of the submission

CARRIED

Meeting	Officer/Authoriser	Section	Subject
Council 21/05/2024	Ferguson, Derek Fetherstonhaugh, Jane	Council Reports	Installation of No Parking Zones on Blackwood Street (Northern and Southern Sides)

RESOLUTION 2024/113

Moved: Cr Paul Jenner
Seconded: Cr Mark Lovett

1. That Council Report No. AR24/27329 titled 'Installation of No Parking Zones on Blackwood Street (Northern and Southern Sides)' as presented on 21 May 2024 be noted.
2. That additional information be sought regarding the parking restrictions and the extent of the zone.
3. That a further report is to be provided to Council.

.Carried

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Meeting	Officer/Authoriser	Section	Subject
Council 21/05/2024	Ferguson, Derek Fetherstonhaugh, Jane	Council Reports	Installation of 4 Disabled Permit Parking Zones in the Sturt Street Carpark (Northern Side)

RESOLUTION 2024/114

Moved: Cr Jason Virgo
Seconded: Cr Paul Jenner

1. That Council Report No. AR24/27406 titled 'Installation of 4 Disabled Permit Parking Zones in the Sturt Street Carpark (Northern Side)' as presented on 21 May 2024 be noted.
2. That the Traffic Impact Statement attached to Report No AR24/27406, be endorsed.
3. That Council in accordance with the power delegated by the minister under Section 17 (1) and (2) of the Road Traffic Act (Instrument of Delegation dated 22 August 2013, resolves the following.

   Prohibited Area **DISABLED PERMIT PARKING**
   Ref No. 2.3.107

   STURT STREET CARPARK (Northern side) - 4 Disabled Permit Parking Zones

   To apply at all times

CARRIED

Meeting	Officer/Authoriser	Section	Subject
Council 21/05/2024	Ferguson, Derek Fetherstonhaugh, Jane	Council Reports	Installation of a 1 Hour Parking Zone on Commercial Street East (Southern Side)

RESOLUTION 2024/115

Moved: Cr Frank Morello
Seconded: Cr Jason Virgo

1. That Council Report No. AR24/29308 titled 'Installation of a 1 Hour Parking Zone on Commercial Street East (Southern Side)' as presented on 21 May 2024 be noted.
2. That the Traffic Impact Statement and proposed area shown on the aerial map attached to Report No AR24/29308, be endorsed.

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3. That Council, in accordance with the power delegated by the Minister under Section 17 (1) and (2) of the Road Traffic Act (Instrument of Delegation dated 22 August 2013, resolves the following.

Prohibited Area **1 HOUR PARKING**
Ref No. 3.3.210

COMMERCIAL STREET EAST (Southern Side) – From 12 metres to 18 metres West of the Intersection with Krummel Street.

To apply between 8.00am and 5.00pm Monday to Friday / 8.00am and 12 noon Saturday

CARRIED

Meeting	Officer/Authoriser	Section	Subject
Council 21/05/2024	Telford, Melissa Philpott, Sarah	Council Reports	Policy Reviews

RESOLUTION 2024/116

Moved: Cr Max Bruins
Seconded: Cr Josh Lynagh

1. That Council Report No. AR24/33626 titled 'Policy Reviews' as presented on 21 May 2024 be noted.
2. The policies as attached to Report No. AR24/33626 be endorsed:
   - Council Policy O110 - Order Making
   - Council Policy R180 - Records Management
3. The new Council Policy - Library Collection Development as attached to Report No. AR24/33626 be endorsed.
4. That the following policies as attached to Report No. AR24/33626 be revoked having been replaced by the new Council Policy - Library Collection Development:
   - Council Policy H120 - Historical Matters - Collection
   - Council Policy H125 - Historical Matters - Copyright - Les Hill Collection

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5. That the Chief Executive Officer or Delegate be authorised to make any necessary changes to policies arising from this meeting, together with any typographical corrections, amendments to position or organisation titles, and finalisation of the document's formatting that do not materially alter the integrity of the document.

CARRIED

Meeting	Officer/Authoriser	Section	Subject
Council 21/05/2024	McCarthy, Michael Fetherstonhaugh, Jane	Council Reports	Review of Council Delegations Update - May 2024

RESOLUTION 2024/117

Moved: Cr Mark Lovett
Seconded: Cr Frank Morello

1. That Council Report No. AR24/20938 titled 'Review of Council Delegations Update - May 2024' as presented on 21 May 2024 be noted.
2. That Council grants the delegation of powers and functions of the Council as provided for in the tables accompanying Council Report No. AR24/20938 to the person occupying or acting in the office of Chief Executive Officer of the Council pursuant to section 44 of the Local Government Act 1999.
3. The delegations granted in resolution (2) above pursuant to:
   (a) the Local Government Act to the Council's Chief Executive Officer, in accordance with sections 44(4)(b) and 101 of the Local Government Act, but subject to section 44(3a) of the Local Government Act

   may, unless indicated by resolution or in the tables accompanying Council Report No. AR24/20938, be further sub-delegated by the Chief Executive Officer or delegate.

   Noting: no sub-delegation is permitted under the Environment Protection Act.
4. Planning, Development and Infrastructure Act Delegations
   (a) In exercise of the power contained in Section 44 of the Local Government Act 1999 the powers and functions under the Planning, Development and Infrastructure Act 2016 and statutory instruments made thereunder contained in the table accompanying Report No. AR24/20938 titled *'Provisions - Planning Instrument A'*) are hereby delegated to the person occupying or acting in the office of Chief Executive Officer of the Council subject to the conditions and/or limitations, if any, specified herein or in the Schedule of Conditions in the proposed Instrument of Delegation.
   (b) Such powers and functions delegated in resolution 4 (a) may be further sub-delegated by the Chief Executive Officer in accordance with Sections 44 and 101 of the Local Government Act 1999 and Section 100(2)(c) of the Planning, Development and Infrastructure Act 2016 as the Chief Executive Officer sees fit, unless otherwise indicated herein or in the Schedule of Conditions contained in the relevant Instrument of Delegation;

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5. General

The delegations granted in resolutions (2) to (4) above are subject to the following conditions and limitations:

(a) If two or more delegates are nominated in respect of a power or function, then each nominated person or position is granted a delegation and may exercise the power or function independently of any other delegate.

(b) the delegate must exercise a delegated function or power in accordance with and due regard to:

(i) applicable legislative and other legal requirements; and

(ii) relevant policies and guidelines adopted by the Council.

(c) in regard to the following delegations under the Local Government Act:

(i) section 133: the power to obtain funds does not extend to imposing rates, borrowing money or obtaining other forms of financial accommodation or fixing or varying fees under sections 188(1)(d) to 188(1)(h) of the Local Government Act;

(ii) section 137: the power to expend funds in the performance or discharge of the council's powers, functions or duties in accordance is limited to funds allocated as part of a budget adopted by the council and the financial sub-delegation limitations set by the Chief Executive Officer;

(iii) section 143(1): the power to write off debts is limited to debts not exceeding $5,000;

(iv) section 188(3): the powers in regard to fees and charges are limited to fees and charges imposed under sections 188(1)(a), 188(1)(b) and 188(1)(c);

(d) Each delegation of a power or function is granted independent of, and severable from, every other delegation granted under this or any other resolution or instrument.

(e) A delegation of a power or function determined to be invalid or unlawful will be deemed to be severed from the delegations granted under this or any other resolution or instrument and remaining delegations will continue to operate according to their terms.

(f) These delegations will come into operation on Wednesday 22 May 2024 and remain in force until varied or revoked by resolution of the Council.

(g) Previous delegations granted by the Council of the powers and functions delegated under these resolutions are revoked with effect from Wednesday 22 May 2024.

CARRIED

Division:
Meeting: Council
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Meeting	Officer/Authoriser	Section	Subject
Council 21/05/2024	Philpott, Sarah Philpott, Sarah	Motion	Motion

RESOLUTION 2024/118

Moved: Cr Max Bruins
Seconded: Cr Mark Lovett

1. That Council write to David Ryan - CEO of SA Water, seeking information as to why SA Water have provided no previous indication that the sewerage system in the City of Mt Gambier was as perilously close to reaching capacity and what emergency action are they taking to rectify the situation so as to not adversely affect the growth of the City of Mt Gambier.

2. That Council write to Premier Peter Malinauskas, Nick Champion MP – Minister for Housing & Urban Development, Housing Infrastructure and Planning and Stephen Mullighan MP - Treasurer, seeking information as to how the SA Water forward infrastructure planning could be handled so poorly that we find ourselves in the current situation which will have devastating financial implications across our city for years to come and what plans the government have to rectify the situation.

3. That the Mayor, CEO & Manager of Development Services urgently request a meeting with Mr Troy Bell MP (Member for Mt Gambier) & Mr Nick McBride (Member for MacKillop) to discuss the matter in detail and work collaboratively in forming a plan to rectify the situation.

CARRIED

15 JUNIOR SPORTS ASSISTANCE (SECTION 41) COMMITTEE MINUTES AND RECOMMENDATIONS

15.1 MINUTES OF THE JUNIOR SPORTS ASSISTANCE FUND HELD ON 12 JUNE 2024 - Go to Attachment

RECOMMENDATION

That the Minutes of the Junior Sports Assistance Fund meeting held on 12 June 2024 as attached be noted.

15.2 Correspondence Received – Report No. AR24/35733

RECOMMENDATION

1. That Junior Sports Assistance Fund Report No. AR24/35733 titled 'Correspondence Received ' as presented on 12 June 2024 be noted.

15.3 Statement of Revenue and Expenses - as at 31 May 2024 – Report No. AR24/35735

RECOMMENDATION

1. That Junior Sports Assistance Fund Report No. AR24/35735 titled 'Statement of Revenue and Expenses - as at 31 May 2024 ' as presented on 12 June 2024 be noted.
2. The financial statement of the Fund as at 31 May 2024 be received, noting a cash balance of $126,593.90

15.4 Applications for Financial Assistance for Junior and Payments from the Fund - 01/11/2023 - 31/05/2024 – Report No. AR24/35736

RECOMMENDATION

1. That Junior Sports Assistance Fund Report No. AR24/35736 titled 'Applications for Financial Assistance for Junior and Payments from the Fund - 01/11/2023 - 31/05/2024' as presented on 12 June 2024 be noted.

15.5 Rotary Club of Mount Gambier Lakes - Youth Empowerment Sports Program (formerly the Disadvantaged Junior Sports Program) **– Report No. AR24/35742**

RECOMMENDATION

1. That Junior Sports Assistance Fund Report No. AR24/35742 titled 'Rotary Club of Mount Gambier Lakes - Youth Empowerment Sports Program (formerly the Disadvantaged Junior Sports Program)' as presented on 12 June 2024 be noted.
2. The funding be made available to the Member Organisations named below to assist the identified juniors to achieve their fullest participation with the specific purpose donation from the Rotary Club of Mount Gambier Lakes – Youth Empowerment Sports Program initiative, to be used in accordance with their respective confidential application:
   (a) Basketball Mount Gambier $600
   (b) Limestone Coast Football Association $300
   (c) Mount Gambier Netball Association $600
   (d) Mount Gambier Swimming Club $300

16 AUDIT AND RISK COMMITTEE MINUTES AND RECOMMENDATIONS

16.1 MINUTES OF THE AUDIT AND RISK COMMITTEE HELD ON 3 JUNE 2024 - Go to Attachment

RECOMMENDATION

That the Minutes of the Audit and Risk Committee meeting held on 3 June 2024 as attached be noted.

16.2 2024/2025 Draft Annual Business Plan and Budget – Report No. AR24/29751

RECOMMENDATION

1. That Audit and Risk Committee Report No. AR24/29751 titled '2024/2025 Draft Annual Business Plan and Budget' as presented on 03 June 2024 be noted.
2. That the Audit and Risk Committee feedback on Council's Draft 2024/2025 Draft Annual Business Plan and Budget and/or the associated processes and risks, as follows:
   - The Audit and Risk Committee acknowledge the significant work Council's administration have undertaken to prepare the Annual Business Plan and Budget 2024/2025.
   - The Audit and Risk Committee acknowledge the importance of maintaining financial sustainability and recognises the proposed rate increase is required to support financial sustainability.
   - The Audit and Risk Committee encourage Council to closely monitor the financial performance throughout the year in the context of the financial ratio targets.
   - The use of the average residential rate and the waste service charge by comparison to other Council's should be considered as a guide only.

   be incorporated with the public consultation feedback to be presented to the Special Council meeting to be held on the 18 June 2024 for consideration of the adoption of the Draft 2024/2025 Annual Business Plan and Budget.

16.3 Draft Long Term Financial Plan 2025-2034 **– Report No. AR24/36612**

RECOMMENDATION

1. That Audit and Risk Committee Report No. AR24/36612 titled 'Draft Long Term Financial Plan 2025-2034' as presented on 03 June 2024 be noted.
2. That the Audit and Risk Committee feedback on Council's Draft Long Term Financial Plan 2025-2034 and/or the associated processes and risks, as follows:
   - The Audit and Risk Committee recommends that Council considers the future impact of new and upgraded assets on the financial sustainability.
   - The level of financial and operational risk that is posed by waste and the Audit and Risk Committee seeks a further update on waste financial modelling.
   - The Audit and Risk Committee notes that the Long Term Financial Plan financial sustainability ratios are trending in the right direction of the plan.
   - The Audit and Risk Committee notes the importance of the rating review in informing the future rating forecasts in the Long Term Financial Plan.
   - That the outer years of the Long Term Financial Plan be considered in the next version of the Long Term Financial Plan in terms of the application of the 2% sustainability index.

   be incorporated with the public consultation feedback to be presented to the Special Council meeting to be held on 25 June 2024 for consideration of the adoption of the Draft Long Term Financial Plan 2025-2034.

16.4 Draft Asset Management Plans (AMPs) 2025-2034 **– Report No. AR24/37154**

RECOMMENDATION

1. That Audit and Risk Committee Report No. AR24/37154 titled 'Draft Asset Management Plans (AMPs) 2025-2034' as presented on 12 June 2024 be noted.
2. That the Audit and Risk Committee feedback on Council's Draft Asset Management Plans (AMPs) 2025-2034 and/or the associated processes and risks, as follows:
   - Acknowledges the work undertaken to date on asset planning and the increasing maturity of the assets data.
   - Notes the allocation of new planning and delivery of assets in the building and structures asset management plan, and suggests Council consider the proportion of new versus renewal in future iterations of the plan as the asset planning and master planning progresses.
   - Recommends that Council continues to consider any underutilised buildings and structures and notes the strategic work plan projects will inform this consideration.
   - Notes the plant asset management plan and that the plan allows for some redundancy in plant due to difficulty in supply of new equipment and parts.
   - Recommends that future iterations of the infrastructure asset management plans provide a breakdown of proposed recommended expenditure for key asset classes.
   - Notes the variance between depreciation and proposed asset renewal expenditure and recommend that further context to the variation between depreciation and proposed asset renewal expenditure be provided to Council.
   - The Administration provide an update to the Audit and Risk Committee on a half yearly basis on the further refinement of the asset management planning process.

   be incorporated with the public consultation feedback to be presented to the Special Council meeting on 18 June 2024, for consideration of the adoption of the Draft Asset Management Plans (AMPs) 2025-2034.

16.5 Unaudited Infrastructure Valuation as at 1 July 2023 **– Report No. AR24/10208**

RECOMMENDATION

1. That Audit and Risk Committee Report No. AR24/10208 titled 'Unaudited Infrastructure Valuation as at 1 July 2023' as presented on 12 June 2024 be noted.

16.6 Policy Review - Asset Accounting **– Report No. AR24/36754**

RECOMMENDATION

1. That Audit and Risk Committee Report No. AR24/36754 titled 'Policy Review - Asset Accounting' as presented on 12 June 2024 be noted.
2. That the Asset Accounting Policy as attached to Report No. AR24/36754 having been reviewed by the Audit and Risk Committee on 12 June 2024 be adopted.
3. That the Chief Executive Officer or Delegate be authorised to make any necessary changes to the policies arising from this meeting, together with any typographical corrections, amendments to position or organisation titles, and finalisation of the document's formatting that do not materially alter the integrity of the document.

16.7 Policy Review - Risk Management **– Report No. AR24/38120**

RECOMMENDATION

1. That Audit and Risk Committee Report No. AR24/38120 titled 'Policy Review - Risk Management' as presented on 12 June 2024 be noted.
2. That the Risk Management Policy as attached to Report No. AR24/38120 having been reviewed by the Audit and Risk Committee on 12 June 2024 be adopted.
3. That the Chief Executive Officer or Delegate be authorised to make any necessary changes to the policies arising from this meeting, together with any typographical corrections, amendments to position or organisation titles, and finalisation of the document's formatting that do not materially alter the integrity of the document.

16.8 Risk Management Report January - March 2024 **– Report No. AR24/36616**

RECOMMENDATION

1. That Audit and Risk Committee Report No. AR24/36616 titled 'Risk Management Report January - March 2024' as presented on 12 June 2024 be noted.
2. That an update on the Leases and Licences and Policy Reviews be presented to the July Audit and Risk Committee meeting.
3. That the environmental compliance inherent risk be increased from high to extreme.

16.9 Work Health Safety (WHS) and Wellbeing Quarterly Report - January - March 2024 **– Report No. AR24/36617**

RECOMMENDATION

1. That Audit and Risk Committee Report No. AR24/36617 titled 'Work Health Safety (WHS) and Wellbeing Quarterly Report - January - March 2024' as presented on 12 June 2024 be noted.

16.10 Quarterly Internal Audit Update Report **– Report No. AR24/36613**

RECOMMENDATION

1. That Audit and Risk Committee Report No. AR24/36613 titled 'Quarterly Internal Audit Update Report' as presented on 12 June 2024 be noted.

16.11 Draft Revised Internal Audit Program **– Report No. AR24/36992**

RECOMMENDATION

1. That Audit and Risk Committee Report No. AR24/36992 titled 'Draft Revised Internal Audit Program' as presented on 12 June 2024 be noted.
2. That the Revised Internal Audit Plan as attached to Report No. AR24/36992, having been reviewed by the Audit and Risk Committee on 12 June 2024, be adopted.
3. That plant and fleet be subject to a future internal audit in a later iteration of the Internal Audit program.
4. That the Chief Executive Officer or Delegate be authorised to make any necessary changes to the Draft Revised Internal Audit Plan arising from this meeting, together with any typographical corrections, amendments to position or organisation titles, and finalisation of the document's formatting that do not materially alter the integrity of the document.

16.12 External Audit Management Report **– Report No. AR24/36615**

RECOMMENDATION

1. That Audit and Risk Committee Report No. AR24/36615 titled 'External Audit Management Report' as presented on 12 June 2024 be noted.

16.13 Review of 2024 Audit and Risk Program – Report No. AR24/36971

RECOMMENDATION

1. That Audit and Risk Committee Report No. AR24/36971 titled 'Review of 2024 Audit and Risk Program' as presented on 12 June 2024 be noted.
2. That the revised work program as reviewed by the Audit and Risk Committee for the calendar year 2024 (attached) be adopted, with the addition of the presentation of the quarterly budget review to the Audit and Risk Committee following its presentation to the Council meeting.

16.14 Audit and Risk Committee Meeting Report – Report No. AR24/29748

RECOMMENDATION

1. That Audit and Risk Committee Report No. AR24/29748 titled 'Audit and Risk Committee Meeting Report' as presented on 12 June 2024 be noted.

16.15 Motion - Thank You to Manager Financial Services

RECOMMENDATION

1. That the Audit and Risk Committee thank Julie Scoggins, Manager Financial Services for her support and professional expertise provided to the Audit and Risk Committee during her tenure.

17 CHIEF EXECUTIVE OFFICER PERFORMANCE REVIEW COMMITTEE MINUTES AND RECOMMENDATIONS

Nil

18 BUILDING FIRE SAFETY COMMITTEE MINUTES

Nil

19 COUNCIL REPORTS

19.1 DRAFT VISION DOCUMENT - MOUNT GAMBIER 2035: A COMMUNITY VISION FOR OUR REGIONAL CAPITAL – REPORT NO. AR24/39050

Committee:	**Council**
Meeting Date:	**18 June 2024**
Report No.:	**AR24/39050**
CM9 Reference:	**AF23/328**
Author:	**Tegan McPherson, Manager Strategic Projects**
Authoriser:	**Sarah Philpott, Chief Executive Officer**
Summary:	**The purpose of this report is to present the draft community vision document, Mount Gambier 2035, for Council consideration and to seek endorsement for the draft vision to be released for broad community engagement.**
Strategic Plan Reference:	**Goal 1: Our People** **Goal 2: Our Location** **Goal 3: Our Diverse Economy** **Goal 4: Our Climate, Natural Resources, Arts, Culture and Heritage** **Goal 5: Our Commitment**

REPORT RECOMMENDATION

1. That Council Report No. AR24/39050 titled 'Draft Vision Document - Mount Gambier 2035: A Community Vision for our Regional Capital' as presented on 18 June 2024 be noted.
2. That Council endorse the draft vision document – Mount Gambier 2035: A Community Vision for our Regional Capital for broad community engagement as attached to Report No. AR24/39050.

TYPE OF REPORT

Other

BACKGROUND

Mount Gambier 2035 is a community vision that has been developed by the Mount Gambier community in collaboration with Council. It has been drafted to directly reflect the views and aspirations of the Mount Gambier community which have been collated through a variety of engagement methods between November 2023 and May 2024.

A community vision is a collective agreement about what we want our community to be like in the future. This vision covers the next 11 years, leading up to 2035, and it's a shared commitment among everyone who lives, works, and enjoys our city.

This vision will serve as the guiding principle for all planning and decision-making by the City of Mount Gambier Council and our community.

To develop the community vision, a process was developed and launched to the community in November 2023 where we engaged with Mount Gambier residents, students, workers, businesses and visitors to hear what we collectively value, what we want to be known for, and what we can do together as we approach 2035. This process was presented to Elected Members at an information and briefing session (Elected Member Workshop) held on 10 October 2023.

On 12 December 2023, Council endorsed the establishment of a Community Panel to collaborate in the development of our community vision to 2035.

In summary, the process has been as follows (for full details please refer to the attached Mount Gambier 2035 Engagement Report):

- **Phase 1: Exploring our Community Vision (Nov - Dec 2023)**

  We invited our community to read about our city and future trends, and share their thoughts on what we value, how we want to be described, and the opportunities and challenges we face as we approach 2035.

- **Phase 2: Exploring the key themes (Jan - Apr 2024)**

  We hosted a series of roundtables and discussions with subject matter experts and key stakeholders. These sessions aimed to delve deeper into the themes derived from the feedback received from the broader community and prepare clear and well-considered briefing materials to inform deliberation on the vision and strategic priorities for Mount Gambier 2035.

- **Phase 3: Shaping Mount Gambier 2035 (May 2024)**

  We established a Community Panel who met across 3 separate sessions and brought their diverse expertise, ideas and life experience to the table to review and reflect on the feedback from our community in responding to the following ‘charge’ (or task) set by Council:

  - What are the key elements that will inform the vision for Mount Gambier 2035?
  - What should the strategic priorities for our community as we approach 2035?
  - How might we describe our cultural identity as a city?

The community panel presented their recommendations to Council on 28 May 2024 to ultimately inform the final draft of Mount Gambier 2035.

Council subsequently met to finalise the draft document on 4 June 2024 which is now ready to be released for broad community engagement.

During the Council's discussion, the panel was commended for their dedication, and the presentation deeply impressed the Council members. There was agreement to respect the panel's work, minimising any alterations.

Council members acknowledged their responsibility in passing on this vision to the broader community and future Councils with an aim to ensure that the document encapsulated the powerful narrative delivered by the panel. The way the document has been developed aims to reflect that narrative.

Other feedback has been incorporated in the draft as follows:

- Preference for a vision statement that is succinct and aspirational, ideally utilising “A volcanic past with a crystal clear future” as the overarching vision statement. The proposed draft emphasises this statement, with supporting information provided underneath to explain it and ensure the community can connect with its intent. This is captured in a second, longer-form statement and the summary definitions presented by the community panel.
- Consider review of line in the identity statement, “the Mount may not be for everyone – and we do things our way” to be a bit more open and positive about our independence and resilience as a community. This was discussed with the Community Panel and an alternate has been proposed in the attached draft.

Feedback on these changes will be considered as part of the broad community engagement.

PROPOSAL

The draft Community Vision - Mount Gambier 2035 (attached to Report No. AR24/39050) is the culmination of the process to date, representing a strong collaboration between the Mount Gambier 2035 Community Panel and the City of Mount Gambier.

The draft reflects the Panel’s deliberations, the wider community’s contributions through previous stages, and the City of Mount Gambier’s capacity to provide strategic leadership to bring it all together.

It is proposed that Council receive and note ‘Mount Gambier 2035: A Community Vision for our Regional Capital’ and it be endorsed for release for broad community engagement. A further report will be provided detailing the outcome of the community engagement, and the final document for approval.

LEGAL IMPLICATIONS

Although there is no legal requirement to adopt a community vision, the vision will serve to guide legislatively required activities, such as Council’s strategic management plans, to make them more relevant to community members and stakeholders.

Under Section 122(1) of the Local Government Act, a council must develop and adopt plans (which may take various forms) for the management of its area, to be called collectively the strategic management plans, which identify the council's objectives for the area over a period of at least 4 years.

A council may review its strategic management plans under this section at any time but must undertake a comprehensive review of its strategic management plans within 2 years after each general election of the Council with the deadline for this due in November 2024.

STRATEGIC PLAN

The development of a new vision inherently influences the City of Mount Gambier’s strategic planning. The integration of the vision into Council’s strategic planning will present a major opportunity for Council to interpret and apply the community’s vision for Mount Gambier.

In addition, the findings from the engagement throughout this initiative has significant benefits relevant to various strategies across the Council.

COUNCIL POLICY

P195 Community Consultation and Engagement Policy

ECONOMIC IMPLICATIONS

Community values and aspirations relating to Mount Gambier's economy are captured within the draft document.

ENVIRONMENTAL IMPLICATIONS

Values and aspirations relating to Mount Gambier's natural environment were one of the strongest themes from the engagement. These have been captured within the draft document.

SOCIAL IMPLICATIONS

The draft vision captures the themes of our community's social values and aspirations.

CULTURAL IMPLICATIONS

One of the key elements of the vision document is an identity statement that summarises the stories, values and unique qualities of what it means to be from Mount Gambier.

Throughout the early phases of engagement, it became clear that culture and identity meant a lot to us all and played an important role in shaping our plans for the future.

Each community has its own traditions, values, and norms that shape its identity over time. These aspects are very important because they give us pride, a sense of belonging, and a responsibility to each other. In deliberating our future vision, Council asked the Community Panel to describe our cultural identity as a city.

Utilising the insights gathered through community feedback, survey responses and reflections from their lived experiences, community panel members were able to delve deeper into the common statements about our city and identify what really matters to us. Ultimately, being from 'the Mount' is about belonging, a connection to place.

The draft statement that has been developed, or parts of it, may not speak to everyone, but it is the start of a conversation and future storytelling. With meaningful words that honestly convey who we are as a community and our potential for change, it captures the most powerful themes that emerged from the feedback of our community.

RESOURCE IMPLICATIONS

Existing project resources have been allocated and will oversee the broad community engagement.

We need to ensure the community vision is embedded and manage ongoing engagement to keep it relevant and active. This requires appropriate resourcing for effective delivery.

VALUE FOR MONEY

The final stages of the community vision development are covered by the project budget allocation for 2023/2024. As the major phase of engagement has concluded, the final stages have minimal cost impact.

RISK IMPLICATIONS

Nil

EQUALITIES AND DIVERSITY IMPLICATIONS

Community values and aspirations relating to equity and diversity implications are captured within the draft document.

The draft document contains an Acknowledgement of Country written by one of our community panel members and Boandik Elder, Aunty Michelle Jacquelin-Furr. This is also accompanied by the City of Mount Gambier's vision for reconciliation.



Once a final version is adopted, an 'Easy read' and audio version will be developed to ensure the vision is accessible for people who have difficulty reading.

ENGAGEMENT AND COMMUNICATION STRATEGY

Please refer to the attached Mount Gambier 2035 Engagement Report.

IMPLEMENTATION STRATEGY

Upon endorsement, the draft community vision will be released to the community for review and feedback for a period of 21 days. A graphic designer has been engaged to create a community document that reflects the imagery and artwork highlighted by the community panel as important to the narrative of the work. A subsequent report will detail the outcome of the community engagement and present the final community vision for approval.

Once the final community vision is endorsed, the organisation will support it by sharing stories from community members who are already 'living the vision', helping to bring the document to life. This approach was a recommendation of the community panel during their presentation to Council. Additionally, we will develop alternative and accessible formats for the community.

Achieving this vision will require a collaborative approach. Its success depends on the engagement and response of all Mount Gambier stakeholders, including the Commonwealth and State governments, business and industry, and the community at large. Ongoing engagement within the community will ensure collective alignment with our community's vision.

The community vision will be reviewed every four years to ensure it remains current and reflects any changes and trends affecting Mount Gambier and its community. The intent of the review will focus on checking in with the community; not to conduct a complete rewrite or start from scratch. This review will coincide with the Council's strategic planning cycle.

CONCLUSION AND RECOMMENDATION

It is proposed that Council receive and note 'Mount Gambier 2035: A Community Vision for our Regional Capital' and it be endorsed for release for broad community engagement.

ATTACHMENTS

1. Draft Vision Document - Mount Gambier 2035: A Community Vision for our Regional Capital ⇩
2. Mount Gambier 2035 Engagement Report ⇩

MOUNT GAMBIER

2035

A community vision for our regional capital

DRAFT COMMUNITY VISION

City of Mount Gambier

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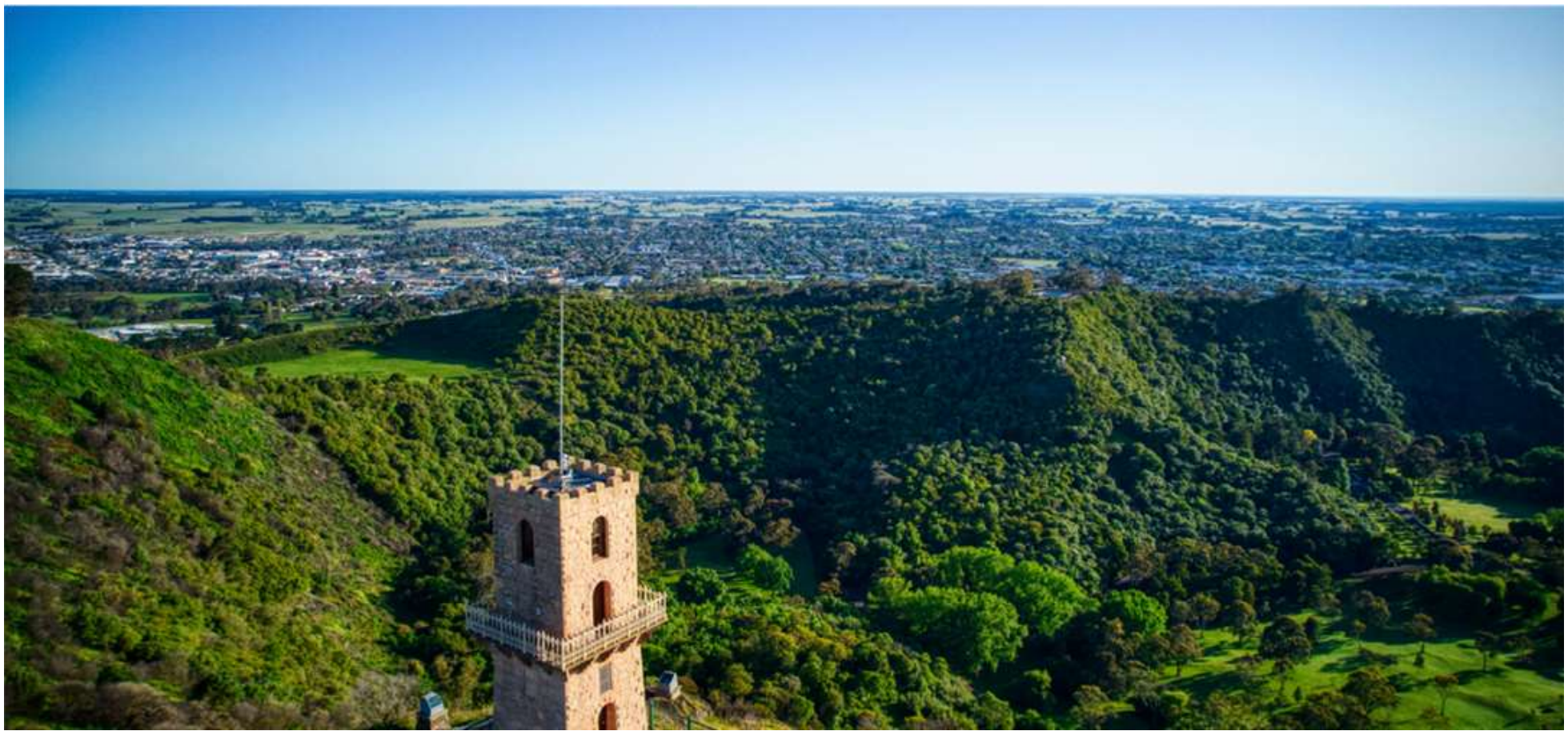


ACKNOWLEDGEMENT OF COUNTRY

The Boandik people are the Aboriginal people of the lands around Mount Gambier/ Berrin. They have been here for thousands and thousands of years. Their creation story Craitbul, is oral evidence of the timing of eruptions of Mount Muirhead/ Beleter, Mount Schank/ Parreen and Mount Gambier/ Berrin.

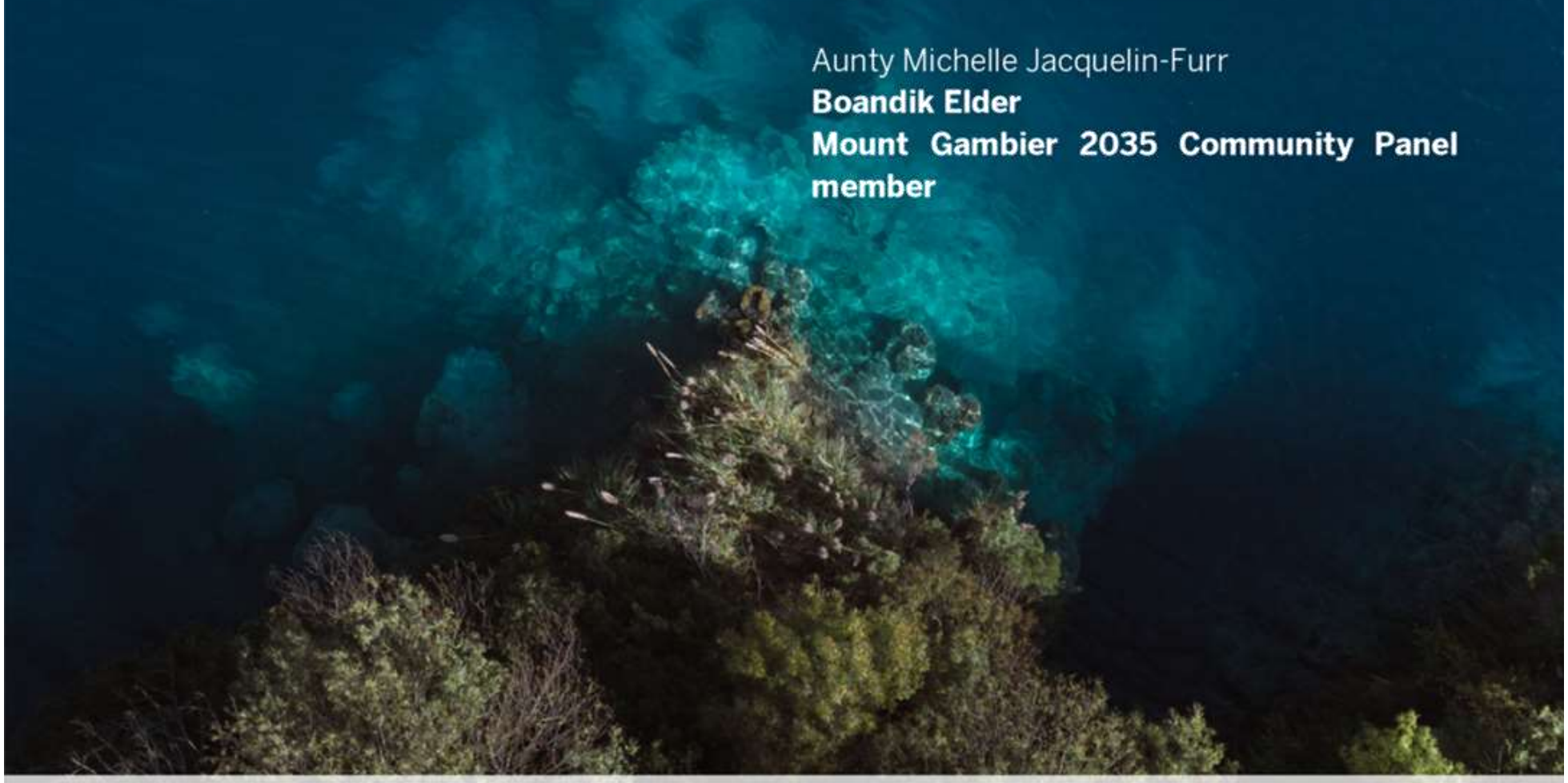
Through the ancestors and Elders teachings values, laws and culture have been passed down. The strong connection to Country and the Waters of the lakes, sinkholes and sea is evident in the name – The Boandik – 'the people of the reeds and rushes'.

Their ancestors practiced what is now the oldest living culture on Earth.

They respected Country and knew the seasons. They listened to Mother Earth and moved to different sites to allow new growth, for resources to replenish, to gather medicines for healing, burnt Country to cleanse Country and maintain rich hunting grounds and access to songlines. The ancestors lived with the Land and cared for the Land. Nothing was taken for granted. Respect and honour systems were in place.

The Boandik people and the wider Aboriginal and Torres Strait Islander community continue to uphold these values today but need support. Support from all community to walk the path, hand in hand, step by step, to build a stronger future together.

Aunty Michelle Jacquelin-Furr
Boandik Elder
Mount Gambier 2035 Community Panel member



Working together with our Aboriginal and Torres Strait Islander communities, the City of Mount Gambier has the following vision for reconciliation:

- A society free of racism and prejudice where Aboriginal and Torres Strait Islander peoples feel a strong sense of belonging and are able to participate fully in the life of our community.
- A city which supports expressions of cultural identity, where cultural practices, traditional sites and significant places are acknowledged, celebrated and preserved.
- A community characterised by social justice which advocates for enriching the lives of Aboriginal and Torres Strait Islander peoples.

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INTRODUCING THE COMMUNITY VISION

Mount Gambier 2035 is a community vision for our regional capital which outlines our priorities and aspirations for the next 11 years.

The vision was created by a community panel of 28 people who represent the diversity of our city. The panel was established in April 2024 and came together in May 2024 to review and reflect on the feedback from our community and develop our vision.

City of Mount Gambier acknowledges and thanks all members of our community panel for volunteering their time, and for their passion and commitment in working together to produce our vision.

Why do we need a Community Vision?
There are many benefits for creating a community vision, including:

- To understand the long-term aspirations of our community.
- To provide a future lens to unite all planning and decision making for councils, government and the community,
- To build community pride and social cohesion, and
- Strengthen community identity.

Mount Gambier 2035 – A community vision for our regional capital includes:

- A vision statement describing the aspirational future state of Mount Gambier in 2035,
- Five strategic priorities, underpinned by three key principles, that represent the key aspirations of our community to 2035,
- A statement of identity which is a summary of the stories, values and special qualities of what it means to be from 'the Mount'.

The three parts reflect what people value and aspire for Mount Gambier. They were developed through a visionary community engagement process and are designed to complement and reinforce each other. The three parts should be used together, with the vision as whole informing work on any single aspect of it.

How was the community vision developed?
Mount Gambier 2035 is a vision for the future of our city, developed by the community between November 2023 and June 2024.

Anyone who lives, works, studies, visits, owns a business in Mount Gambier, or has any connection to the city was invited to contribute towards the community vision for Mount Gambier, the regional capital for South Australia.

While City of Mount Gambier facilitated the process, many people beyond those living within Council's boundaries participate in and have a stake in the life of the city. Many important topics captured in the document, such as transport and housing, also cross those boundaries.

Community members and key stakeholders contributed their stories, ideas and perspectives throughout the first four phases of this initiative, with the fifth and final stage consisting of Council's endorsement of the Mount Gambier 2035 community vision.

MOUNT GAMBIER
2035
A community vision for our regional capital

MOUNT GAMBIER 2035 COMMUNITY PANEL

Early in the engagement process, an expression of interest was open for members of the community to self-nominate to be part of the Mount Gambier 2035 community panel.

From those expressions of interest, an independent selection process was undertaken to determine final panel membership. The community panel met across three separate sessions in May 2024 to shape and inform the final community vision and respond to the following three questions:

- What are the key elements that will inform the vision for Mount Gambier 2035?
- What should the strategic priorities be for our community as we approach 2035?
- How might we describe our cultural identity as a city?

The community panel included a broad cross section of the Mount Gambier community and brought diverse expertise, ideas, and life experiences to review and reflect on the feedback provided by our community.

The community panel worked hard to honour our community's feedback and was committed to ensuring that everyone could see themselves in the future vision for Mount Gambier.

"The passion that the community panel showed in their presentation to Council shows how invested they were in their role and what they have produced is absolutely fantastic. It was really powerful, and they should be so proud of themselves and what they have done for the future of Mount Gambier."

Mayor Lynette Martin OAM



THE VISION STATEMENT

The vision statement is the overarching message about how to approach the future for Mount Gambier. It consists of a simple and poetic statement that reflects the community's values and aspirations.

Informed by the inherent strengths and shared values of the city, it outlines a path forward that emphasises family, connection, nature and growth.

A volcanic past with a crystal clear future.

By 2035, Mount Gambier is a connected hub nestled on the slopes of an ancient volcano; a haven of natural beauty. A place of stories, where our community is family, nurtured through growth, opportunity and connection.

Our inherent strengths and shared values of family, connection, growth, and nature have been identified as fundamental to our vision and are outlined below.

Mount Gambier is where our community is **family** which provides us with:

- support and care.
- opportunities.
- interactions.
- a foundation to find meaning.

Mount Gambier is a hub for **connection** to:

- services.
- the wider region.
- networks.
- our natural environment.
- culture/s.
- each other.
- share stories and history.
- celebrate.

Mount Gambier is a hub for considered and sustainable **growth** through:

- innovation.
- diversity.
- accessibility and services.
- entrepreneurship.
- ourselves, family and community.
- economic ambition.
- affordability.

In Mount Gambier, our **natural environment** holds significant value, and it is important that that:

- we maintain our access to interact with nature.
- we prioritise sustainability in our utilisation of natural resources.
- we act as custodians, preserving and protecting our natural environment.
- we enjoy urban living within a rural setting.
- we uphold the quality of our natural resources, including water, air, and soil.

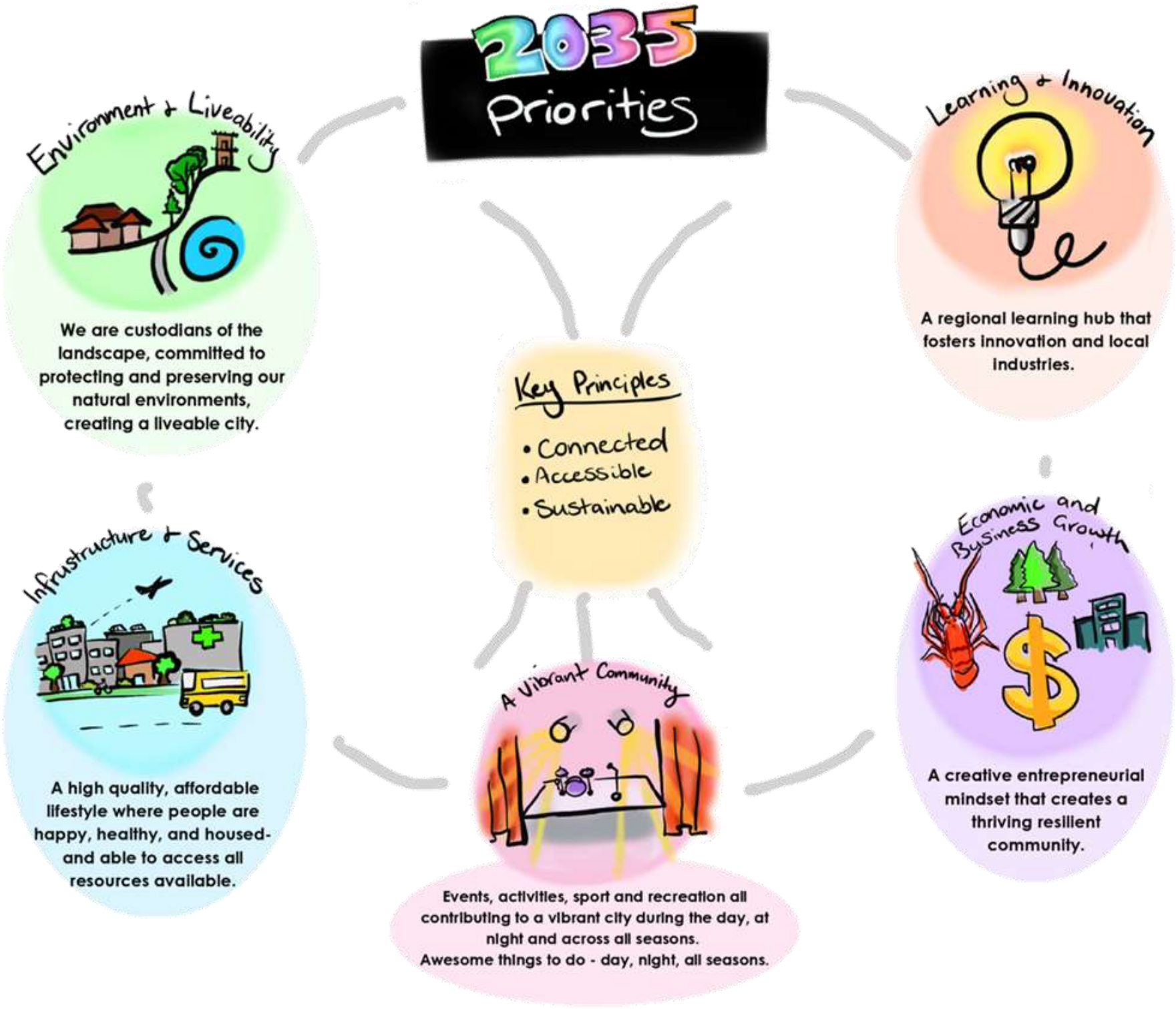


STRATEGIC PRIORITIES

Five strategic priorities represent the key focus areas that will contribute to achieving our vision for the future.

These priorities are interconnected and underpinned by three key principles. We need to ensure Mount Gambier is: connected, accessible, and sustainable. These principles acknowledge that we will only achieve our community vision by having all of the strategic priorities working together, ensuring that whether you are new to Mount Gambier, or an existing member of our community, that you feel valued, supported, and enabled to thrive.

The priorities are about Mount Gambier in the future – reflecting some of what the city is now, but also what our community wants it to become.



KEY PRINCIPLES

The key principles are not stand-alone; they underpin how we should approach everything we do.

CONNECTED	ACCESSIBLE	SUSTAINABLE
• **The ripple effect:** We consider how working on one priority can link to the others to multiply the outcome for our community. • **Local, national, global:** We consider how our City can be strengthened by connecting with others - our local communities (District Council of Grant, South-West Victoria), regional and state (Limestone Coast towns, tourism, health and education), national (investment and business), and global (export and trade).	• **Welcoming:** We consider how our strategic priorities can be welcoming and inviting for all to participate. A vibrant community is where people of all abilities, linguistic, cultural backgrounds and age groups can connect, contribute and are valued. • **Universal design:** We consider the principles of co-design to ensure the incorporation of universal design - informational, physical, systematic, communication, and cultural accessibility.	• **Environmental stewardship:** We embed a culture of environmental responsibility among residents and industries, collectively working together for the stewardship of the air, land, soil and water. • **Protecting and preserving our natural resources:** We consider urban planning and design principles that ensure our unique natural resources are protected and preserved - clean air, volcanic soil, crystal clear groundwater, green and open space (sinkholes, crater lakes and urban parks). • **Circular Economy** We demonstrate leadership and consider infrastructure that supports a circular economy and reduces waste to landfill.

ENVIRONMENT AND LIVABILITY

We are custodians of the landscape, committed to protecting and preserving our natural environments, creating a liveable city.

Areas under this priority include:

- Waste management.
- Reducing urban sprawl impacts.
- Water; security and sustainable use.
- Sustainable energy.
- Land management of the Crater Lakes Precinct and other natural assets.
- Tourism.
- Biodiversity.

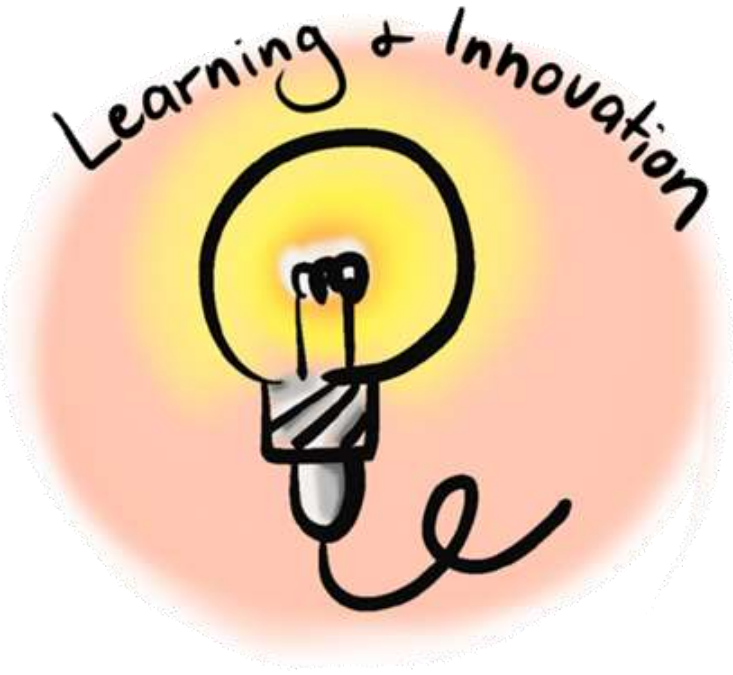
In 2035 success looks like...

- Our green connections, such as wildlife corridors along the Rail Trail and interconnected track networks, enhance the connectivity of our city, including the Crater Lakes precinct.
- We protect and preserve our Crater Lakes precinct, including weed management and considered, connected design for a sustainable track and trail network.
- We protect and preserve our natural assets, acknowledging the key role they play in our tourism economy and the vibrancy of our city.
- We enhance the connection of our city to nature and green spaces to make a liveable city that helps to attract and retain people.
- Our volunteers are actively engaged and contributing in the custodianship of our nature and green spaces.



LEARNING AND INNOVATION

A regional learning hub that fosters innovation and local industries.



Areas under this priority include:

- Education options for all ages.
- Equitable learning options.
- Pathways that lead to ongoing learning and development in the city.
- Industry training.
- Emerging technologies
- Education, use, support, and opportunities.
- Seamless connections across all levels of learning.

In 2035 success looks like...

- We are a local learning hub.
- We have learning pathways linked to our local industries - forestry, fisheries, dairy, agriculture.
- We encourage business innovation and an entrepreneurial mindset.
- We attract experts in their field and support innovative business initiatives.
- Regional students can earn and learn here.
- We can attract the experts we need to live, learn and grow.
- We retain professionals by having further development and promotional opportunities.
- We share and connect community elder knowledge to younger people.
- We create opportunities for people to innovate and find solutions to the issues impacting our region.



INFRASTRUCTURE AND SERVICES

A high quality, affordable lifestyle where people are happy, healthy, and housed and able to access all available resources.



Areas under this priority include:

- Public transport.
- Housing and accommodation.
- Health services.
- Community safety.
- Emergency services.
- Social services.
- Infrastructure.
- High-quality sport and recreation spaces and facilities.
- Healthy child development.
- Sustainable healthy food system.

In 2035, success looks like...

- We have easy access to health services with experts who maintain an ongoing presence within our community.
- We have access to transportation that supports everyday life by connecting essential services such as schools, dentists, hospitals, medical centres, and green spaces.
- We have transportation that links the community and tourists to our iconic sites.
- We have equitable health and social services that are accessible locally.
- We have diverse recreation spaces that are connected and accessible.
- We have diverse and affordable housing options.
- We live in a great place to raise a family, with the support and services to be happy and healthy.
- We feel safe in our community and out in public, both day and night.
- We look out for one another.



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ECONOMIC AND BUSINESS GROWTH

A creative, entrepreneurial mindset that creates a thriving, resilient community.



Areas under this priority include:

- Business and regional development.
- Business development and learning.
- Circular economy with waste management.
- Tourism.
- Events.
- Revitalisation and improvements of commercial precincts.
- Investment and development opportunities.
- Migration.

In 2035, success looks like:

- We have diversity within our commercial mix, both in supply and consumer offerings.
- We have diversity in our local industry creating employment opportunities and contributing to our local economy and resilience.
- Our local businesses are thriving due to a strong local economy and tourism.
- Our people have an entrepreneurial mindset and are enabled and supported with opportunities to 'start-up'.
- Mount Gambier is seen as a place for young professionals.
- Our affordability is our strength as a place to invest or start a business.
- We enable our creative industry to contribute to employment opportunities and the social fabric of the city.



A VIBRANT COMMUNITY

Events, activities, sport and recreation all contributing to a vibrant city during the day, at night and across all seasons.

In 2035, success looks like:

- Our arts and cultural events are accessible across an annual calendar and through all seasons.
- Our public spaces and activities create opportunities to connect and engage, day and night..
- Our events, activities, sport and recreation provide opportunities for connecting and engaging within the community.
- We have energetic and enthusiastic volunteers engaging in initiatives that provide opportunities for people to connect and contribute to the community.
- We have a diversity of events and activities that celebrate our first nations' heritage and shared cultural diversity, people and places.
- Wulanda Recreation and Convention Centre is activated (i.e. concerts, conferences, trade-shows) to contribute to the city's visitor economy and vibrancy.
- We have social networks and opportunities for all age groups.
- We have events, activities, sport and recreation opportunities that are inclusive and accessible to everyone.

Areas under this priority include:

- Tourism.
- Events.
- Creative Industry.
- Sport and recreation.
- Volunteering.
- Culture and heritage.
- Multiculturalism.



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IDENTITY STATEMENT

This identity statement summarises the stories, values and unique qualities of what it means to be from 'the Mount'.

These insights were gathered through community feedback, survey responses and reflections from the lived experiences of community panel members.

Not all the themes identified were positive, and some were mere perceptions, or potentially common to any regional city. The challenge was to dig deeper into the common statements about our city and identify the real cultural challenges that matter.

It became apparent that we might not be as welcoming or inclusive as we aspire to be. Community panel members contemplated how to shift this narrative while avoiding lofty statements that could lose their authenticity and meaning.

Ultimately, being from the Mount is about belonging, a connection to place.

This statement, or parts of it, may not speak to everyone, but it is the start of a conversation and future storytelling. With meaningful words that honestly convey who we are as a community and our potential for change, it captures the most powerful themes that emerged from the feedback of our people.

Dwelling amidst a place of contrasts – fire and water, hills and valleys, tradition and potential – we are friends, we are family, we are all custodians of our unique home on the slopes of Blue Lake / Warwar.

We've been here for millennia, for generations, for a long time, for a short time, and we want it to feel like home for all.

In this big little city where we're each other's neighbour, our independence and resilience has shaped our unique character. In the Mount, we do things our way.

Our rich natural, creative, and industrial resources allow us to thrive independently and in isolation, while embracing the developing technologies that connect us.

We're a regional hub where opportunities arise from our collective skills and experience. We prioritise the life of our community, looking beyond ourselves and our circles to work stronger together. We celebrate, support and champion each other.

Whenever we leave, the light on the hill calls us home.

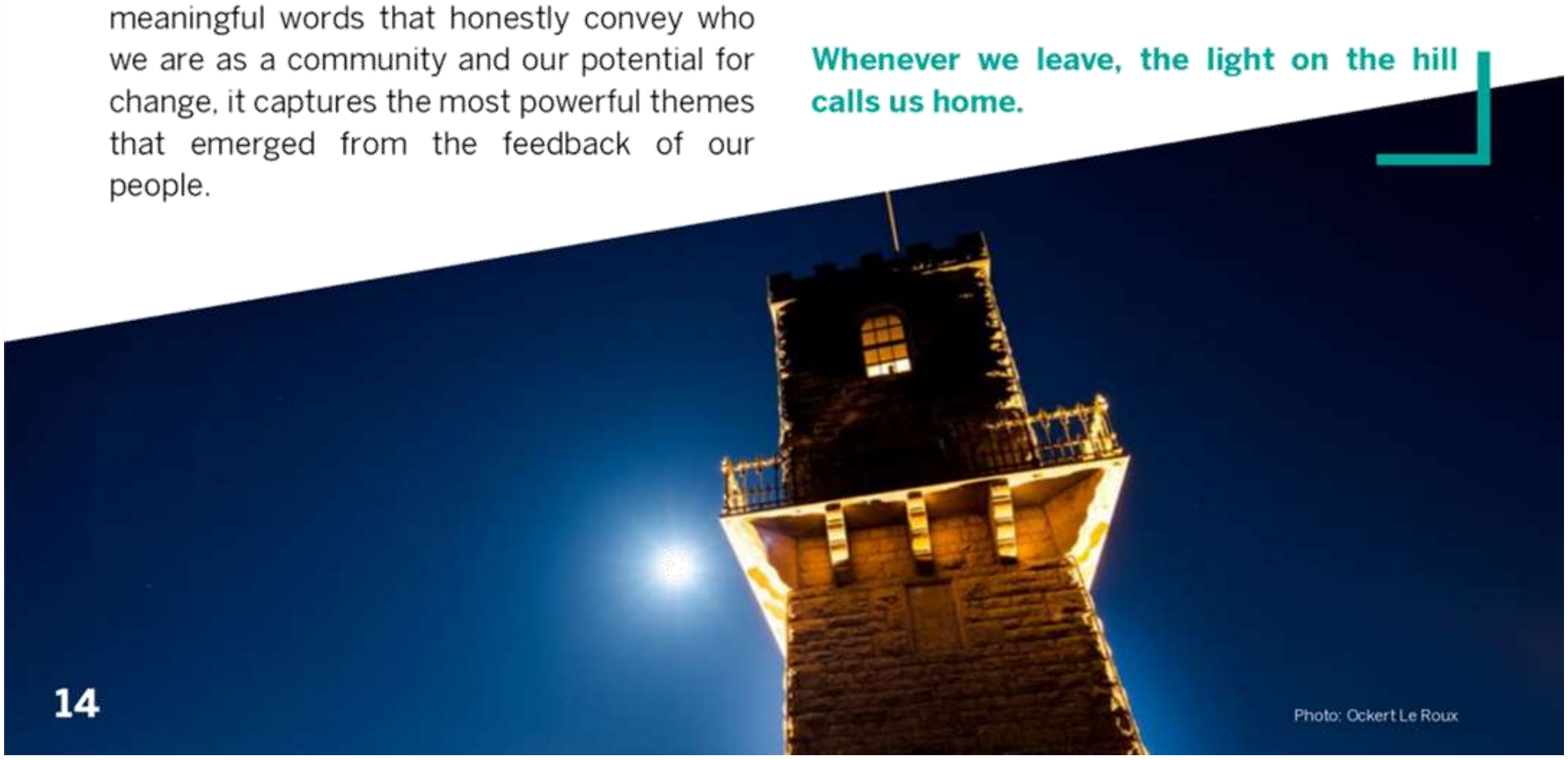

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Photo: Ockert Le Roux

ACHIEVING OUR VISION

Everyone who lives, works, studies or visits in Mount Gambier has a role to play in achieving our vision and priorities. Mount Gambier 2035 provides exciting opportunities for us all to engage with and help shape our future.

Its success depends on the engagement and response of all Mount Gambier stakeholders, including the Commonwealth and State governments, business and industry, and the community at large.

All community organisations, businesses and anyone wanting to contribute to the future of Mount Gambier are encouraged to utilise this document to inform their planning and decision making processes.



MOUNT GAMBIER

2035

A community vision for our regional capital

ENGAGEMENT REPORT

City of Mount Gambier

About Mount Gambier 2035

As South Australia's regional capital, Mount Gambier serves as a central point to access essential infrastructure, services, cultural activity, business, employment and education not only for local residents but also for those in the surrounding towns and areas.

Much has changed in Mount Gambier since the last vision was crafted in 2011. This is why, hand in hand with our community, we have developed a new community vision named Mount Gambier 2035.

A community vision is an agreement outlining what everyone wants the community to look like in the future. The vision will span an 11-year period, through to 2035, and is a shared commitment between everyone who lives, works, and plays in our city. This vision will then serve as the guiding principle for all planning and decision-making by the City of Mount Gambier and its community.

From November 2023 to May 2024, we ran an extensive program of community engagement to inform Mount Gambier 2035. This report is an overview of what we did, who we engaged with and what we heard.

Engagement Summary

This report presents a summary of the community engagement undertaken to inform our Community Vision – Mount Gambier 2035 from November 2023 to May 2024.

Exploring our Community Vision

In shaping our vision for 2035, we invited our community from November to December 2023 to read about our city and future trends, and share their thoughts on what we value, how we want to be described, and the opportunities and challenges we face as we approach 2035.
Upon reviewing all the feedback, we identified seven key themes for further exploration with key stakeholders and community members as part of a targeted consultation and engagement process.

Exploring the key themes

Between January and April 2024, we hosted a series of roundtables and discussions with subject matter experts and key stakeholders. These sessions aimed to delve deeper into the themes derived from the feedback received from the broader community and prepare clear and well-considered briefing materials to inform deliberation on the vision and strategic priorities for Mount Gambier 2035. This included a range of targeted discussions with people with lived experience, leadership or subject matter expertise in each of the themed areas to better understand and prioritise our opportunities for our city.

Shaping Mount Gambier 2035

Throughout the earlier engagement, an expression of interest was open for members of the community to self-nominate in being part of our Mount Gambier 2035 Community Panel. The objective being to provide an independent forum to consider community feedback and propose the ingredients of the Mount Gambier 2035 Community Vision. From those expressions of interest, an independent selection process was undertaken in determining final panel membership. The panel met across 3 separate sessions in May 2024 to shape and inform the final Community Vision in responding to the following three questions:

- What are the key elements that will inform the vision for Mount Gambier 2035?
- What should the strategic priorities for our community as we approach 2035?
- How might we describe our cultural identity as a city?

The community panel presented their recommendations to Council on 28 May 2024 to ultimately inform the final draft of Mount Gambier 2035.



City of Mount Gambier

Mount Gambier 2035 timeline

PHASE 1	PHASE 2	PHASE 3	PHASE 4	PHASE 5
Exploring our Community Vision	**Exploring the Key Themes**	**Shaping Mount Gambier 2035**	**Seeking Final Community Feedback**	**Council Endorsement**
Nov - Dec 2023	Jan - Mar 2024	Apr - May 2024	Jun 2024	Jul 2024
We will be talking with our broader community to hear about what we collectively value, what we want to be known for, and what we can do together as we approach 2035.	We will be analysing the broad community feedback and running a series of more targeted conversations and interviews to explore key themes through particular lenses.	We will be developing the draft community vision - Mount Gambier 2035 – based on the recommendations and inputs provided by a community panel.	We will present the final draft to the community for feedback.	Mount Gambier 2035 submitted to Council for final endorsement.













City of Mount Gambier

Phase 1 engagement (November 2023 - December 2023)

Between November and December 2023, we delivered the Phase 1 engagement which focused on what we collectively value about our city, how we want others to describe us and the opportunities to embrace or challenges to overcome as a community as we approach 2035.

1. 440 submissions responding to our 3 questions on the Have Your Say Mount Gambier web page.

2. Over 12,000 postcards distributed across our community, with post boxes located at each of our sites for the 165 responses received.

3. 4 drop-in sessions set-up at key community events where members of the community could come for a conversation and provide their feedback.

4. Over 40 submissions to our Young Thinkers competition where people under the age of 18 could provider their feedback and input.

In addition, we received some direct responses via email from community members and stakeholders and internal staff workshops were undertaken within Council for feedback and input.

What we asked during Phase 1

1. What do you value about our city?
2. How do we want others to describe our community and our city by 2035?
3. As we approach 2035, what are the opportunities to embrace or challenges to overcome as a community?





What we heard during Phase 1

What our community values about Mount Gambier

Overall, the community valued:

- Feeling safe in the community,
- Affordablility of Mount Gambier,
- Natural beauty and our clean and green environment,
- Recreational and lifestyle opportunities,
- Proximity to services and facilities, and
- Cultural diversity.

How does the community want Mount Gambier to be described in 2035?

The key themes in the response to this question are:

- Welcoming, inclusive and diverse,
- Good quality of life with a focus on safety, affordability and a thriving community,
- A thriving city with lots of activities and things to see and do,
- Cherishes important landmarks and cultural assets, including indigenous heritage,
- A leader in environmental sustainability and awareness,
- A city with engaged citizens that take pride in their community,
- A city that is well-planned, innovative and accessible,
- A city with good public transport and easy accessibility by air and road,
- A city that elevates its profile based on unique environmental and economic assets, and
- A modern, yet historically respectful city with vibrant public art and showcase of our natural features.

As we approach 2035, what are the opportunities to embrace or challenges to overcome as a community?

The key themes in the response to this question are:

- Mount Gambier's potential for growth and doing so sustainably,
- Mount Gambier's natural assets and resources and balancing economic development with environmental conservation,
- Ensuring services and infrastructure support the needs of the community,
- Ensuring Mount Gambier is well-planned with consideration of housing diversity and protecting open space and agricultural land,
- Building resilience in the face of climate change and demonstrating leadership in environmental sustainability,
- Harnessing the benefits and having the right support in place for diversity and inclusion, and
- Enhancing the profile of Mount Gambier as the place to be.



"We are becoming a region rich with cultures, and the more inclusive we become, the more open we are to change and growth."

"Clean spaces, fresh air, easy to get around. Mount Gambier is such a clean, well-kept town. We have great access to green spaces, fantastic unique environmental assets, and it is easy to get around to most services."

"Country living but many local resources. Climate. Local walks. Friendly people. Clean environment. Free parking.'

"A safe place for people to visit, shop, travel around and want to live. Be a thriving City with constant attractions to boost our economy."

"Climate change and increasing natural disasters and emergencies- we are lucky here but should not take it for granted."

"A vibrant, exciting and liveable city on nature's doorstep. The city where you once could not live without a car is connected by green transport options, even on weekends, and not just to schools and shops."

"The better future of regional economy - we should have more local tourism, the service industries, and it's key areas of local business."

"Our landscapes, the diversity, small community feel, spread out shopping, hidden gems and history."

"A destination city of employment and the place to raise a family."

City of Mount Gambier

The feedback Council received during Phase 1 of the engagement process has helped Council to identify key themes that our community would like us to focus on in shaping the vision for the future of Mount Gambier.

These themes will inform the targeted engagement activity we undertake in Phase 2 with key stakeholders and community members.

In approaching 2035, Mount Gambier, as South Australia's regional capital is:

1. A city with considered population targets, achieving sustainable, high-quality services, opportunity and activity.
2. A city committed to preserving and enhancing our environment through sustainability and custodianship.
3. A proud, inclusive and welcoming city with known values and community connection.
4. A safe and supportive city with a focus on the health and wellbeing of its people.
5. A vibrant and creative city, with a living narrative, that owns and celebrates its rich cultural identity.
6. A thriving and resilient city which elevates its profile, based on its unique environmental and economic landscape.
7. A well-planned and interconnected city with robust infrastructure supporting sustainable growth.

City of Mount Gambier

Phase 2 engagement (January 2024 - April 2024)

Between January and April 2024, we hosted a series of roundtables and discussions with subject matter experts and key stakeholders. These sessions aimed to delve deeper into the themes derived from the feedback received from the broader community. Our objective was to gain a better understanding of the significant elements within this feedback and to initiate prioritisation of certain areas to inform the considerations and discussions of our Mount Gambier 2035 Community Panel.

1. **9 roundtable forums with over 100 key stakeholders and subject-matter experts.**

2. **16 focus group discussions and interviews with key stakeholders and subject-matter experts.**

3. **During this period, the Mount Gambier 2035 Have Your Say page welcomed over 1,900 visitors, including 587 informed and 177 engaged participants.**

4. **A series of strategic workshops with Elected Members and Council staff to explore the broad Community Feedback.**

Talking population...

Our community's feedback reflected a desire for population growth with the following objectives in mind:

- Growth will lead to a broader range of services and infrastructure.
- Growth will provide people with greater opportunity locally – particularly in retaining our young people.
- Desire for growth that is sustainable in order to maintain the 'lifestyle' that comes with living in Mount Gambier - safe, affordable, easy to get around, naturally beautiful and peaceful.

What was discussed?

- What if Mount Gambier doubled its rate of growth over the next decade resulting in a population of 34,434 by 2035?
- Plan SA projections already have City of Mount Gambier's rate of growth increasing compared with recent history.
- There is capacity for agencies and services to factor increased rates of growth in their thinking and planning.
- There was support and consensus for strategic planned growth which will offer a pathway to meaningful change.
- Housing accessibility and affordability may be impeding our capacity for growth at the moment.
- It will be important to delve into who is moving to Mount Gambier (and why) to strategically inform what needs to occur to encourage further growth i.e. not necessarily a tree change but for an affordable, simplified mini-urban lifestyle.

27,846
ABS Estimated Resident Population 2023

30,799
Projected Population in 2035

Utilising Plan SA's projected growth of 0.82% per annum. Assumes growth is evenly distributed over 20 years.

City of Mount Gambier

Exploring the themes

Theme	We collectively value our:	We collectively aspire for:
A city committed to preserving and enhancing our environment through sustainability and custodianship.	• Sustainable waste management practices. • Access to clean, quality natural resources such as air, water and soil. • Habitats for native flora and fauna. • Unique natural environment. • Well-maintained, urban and recreational green open spaces. • Accessibility to nature (bush, coastal and river). • Temperate climate with good rainfall.	• Leadership and infrastructure to support **environmental sustainability initiatives** that reduce waste to landfill. • Protecting our **water resources** including the management of wastewater. • Prioritising the **preservation and restoration natural landscapes**, including key natural assets such as the Crater Lakes Park and Umpherstone Sinkhole/ Balumbul. • A **culture of environmental responsibility and custodianship** among residents and industries alike that **support sustainability though collective action**. • **Urban planning and design principles** that ensure the preservation of our unique natural resources & well considered green and open spaces. • The right balance with **green industries and the value of our land** for primary production. • A **healthy ecosystem** and natural habitats for native flora and fauna. • **Climate resilience and adaptability** in the face of climate change. • Rights and **interests of our Boandik people** in land and waters are respected and recognised according to their traditional laws and customs.
A proud, inclusive and welcoming city with known values and community connection.	• Sense of community. • Cultural diversity and the importance of being inclusive and welcoming to all. • Affordable and accessible shared spaces, activities and events that facilitate social interaction and help building connections in the community. • Potential to attract new residents, businesses and industry.	• A community that **celebrates diversity** and fosters a **sense of belonging** for all residents. • **Welcoming community** that is open and friendly to newcomers. • Access to **collaborative spaces** that encourage networking and collaboration. • Public spaces, services, and facilities that are **accessible and inclusive** for people of all abilities, ages, and backgrounds. • **Vibrant and engaging** events and initiatives that provide a diverse offering and opportunities for community connection. • **Mutual respect, empathy, and understanding** among community members, fostering an environment where differences are embraced and celebrated. • Diverse **opportunities to connect into** the community.
A safe and supportive city with a focus on the health and wellbeing of its people.	• Sense of community. • Safe environment to live and/ or raise a family. • Health and unite in our advocacy for what we need. • High-quality sport and recreation spaces and facilities. • Proximity to services and amenity. • Access to nature for leisure and wellbeing. • Affordable lifestyle. • Openness to collaborate and to "rally" in support.	• A community characterised by **strong social capital**, reminiscent of smaller country towns despite our growth in size. • Quality and accessible **health and support services** that consistent with other regional capitals across Australia. • **Skilled workers** essential for a safe and supportive city and ensure seamless accessibility for those that commute to our City from afar to support our essential services. • **Sporting and recreation facilities that reflect best practice**, are shared and multi-purpose, increasing sustainability of community sporting and recreation programs and providing high quality player and spectator opportunities. • A sense of **safety, social connectedness and inclusion** with access to housing, infrastructure and services that enhance the quality of life for all. • **Equal access** to amenity and service with nobody forgotten.



City of Mount Gambier

Exploring the themes (cont.)

Theme	We collectively value our:	We collectively aspire for:
A vibrant and creative city, with a living narrative, that owns and celebrates its rich cultural identity.	• Creative community. • Intergenerational learning and development for creative community. • History, community pride and identity. • Calendar of events and activities. • Regional standard cultural venues and hubs and those on a smaller scale that support accessibility. • High-quality public spaces and unique natural environment. • Growing cultural diversity.	• **Creative entrepreneurialism** that fosters a **creative economy.** • **Diversity** in our offering whilst also sustaining niche platforms and spaces tailored to specialised interests and audiences. • Opportunities for **collaborative learning** and **inspiration.** • **Cohesive and connected creative industry** that helps to tell our cultural narrative. • Better utilisation of our **public spaces** for **cultural expression.** • A **clear cultural narrative** that enables us to tell our story. • A **cultural identity** that defines our heritage, people and place. • **Sustainable vibrancy** during winter months, evenings, and aimed at younger audiences. • **Vibrant city** that is welcoming and attracts people.
A thriving and resilient city which elevates its profile on its unique environmental and economic landscape.	• Niche offerings of our small businesses. • Unique natural environment and its contribution to our economy. • CBD and its economic, cultural and social role for our people. • Relative affordability as a place to invest or start business. • Retention of a sense of a community, despite our role as a growing regional capital. • Diversity in commercial mix - supply and consumer offering. • Diversity in local industry - employment and local economy.	• **High-quality visitor experiences** that interpret what makes us unique to an ever-growing tourism industry. • A **supportive environment for entrepreneurship** and innovation to thrive where new ideas are tested, and collaboration is ingrained in our culture. • A **cohesive business community** the work together to elevate our profile. • Attraction of investment in **modern infrastructure and efficient transport networks**, enhancing physical connectivity to regional and international markets. • **An easy to navigate City** that connects visitors and locals alike to local businesses and experiences. • A place known for **career development, attractive to young professionals** to fill workforce gaps, driving economic growth, and fostering further job creation. • A **vibrant and magnetic CBD** which serves as a hub for local businesses, complemented by digital infrastructure connecting to markets further afield. • Collective investments, across all sectors, in **sustainable practices** that adapt to climate change such as renewable energy, conservation, and eco-tourism initiatives, each aligning with our unique local environment.
A well-planned and interconnected city with robust infrastructure supporting sustainable growth.	• A variety of well-maintained community infrastructure within close proximity. • Affordable lifestyle. • Access to green spaces; parks, gardens, and walking trails. • Ease of access (i.e. park out the front). • Natural assets and resources including prime agricultural land. • Access to "comfort retail" style shopping. • Access to (some) public transport.	• **Quality infrastructure** that attracts showcase events and activities. • **Well-planned city design** that appropriately places industry, residential and open space. • **Diversity of housing options** that cater to different demographics and needs and reduce the impacts of urban sprawl. • **High-quality, multipurpose community facilities** that bring people together, support social inclusion and wellbeing. • Infrastructure that supports **active transport and a sustainable lifestyle.** • Affordability, accessibility and reliability of **air transport.** • Well-utilised public space and infrastructure that **supports city vibrancy and brings nature in.** • **Good public transport system** and easy accessibility by air, rail and road, contributing to a seamless experience for residents and visitors alike. • **Sustainable design and infrastructure** that supports our resilience and adaptation in the face of climate change. • Access to amenities and most services within a **15-minute** walking or cycling distance (or even shorter drive). • Public infrastructure which is **safe and accessible to all.**



City of Mount Gambier

Phase 3 engagement (May 2024)

The feedback Council received through each stage of the project was provided to the community panel to inform their thinking and discussion in shaping the vision for the future of Mount Gambier.

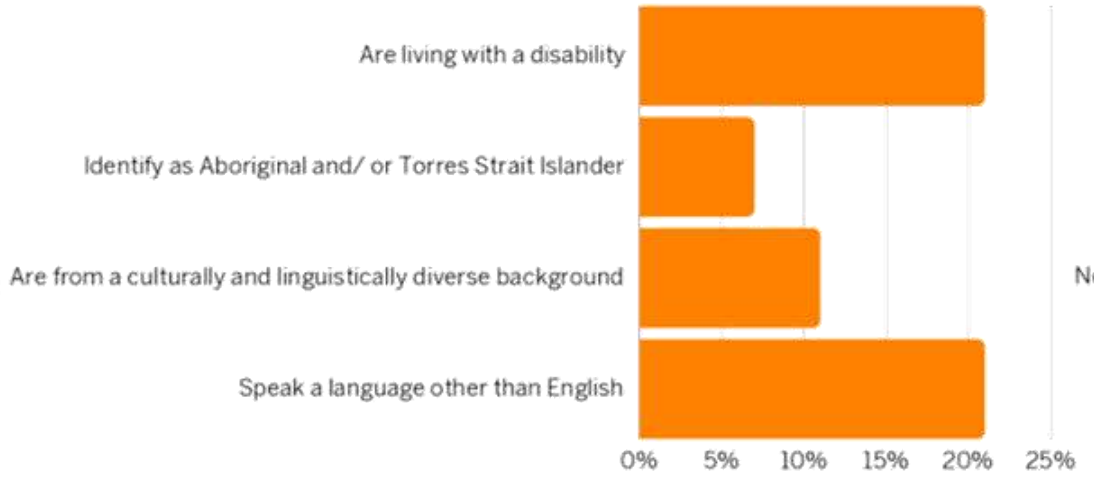
Forty-four (44) community members were independently selected for the Mount Gambier 2035 Community Panel and made up a representative sample of our community. Of the forty-four, 28 community members attended the main sessions. These individuals brought their diverse expertise, ideas and life experience to the table to review and reflect on the feedback from our community in responding to the following 'charge' (or task) set by Council:

- **What are the key elements that will inform the vision for Mount Gambier 2035?**
- **What should the strategic priorities for our community as we approach 2035?**
- **How might we describe our cultural identity as a city?**

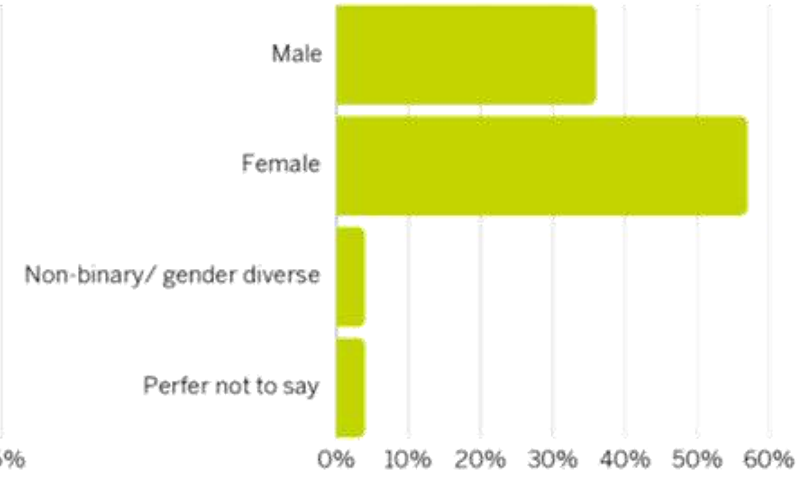


Who was on the Mount Gambier 2035 Community Panel

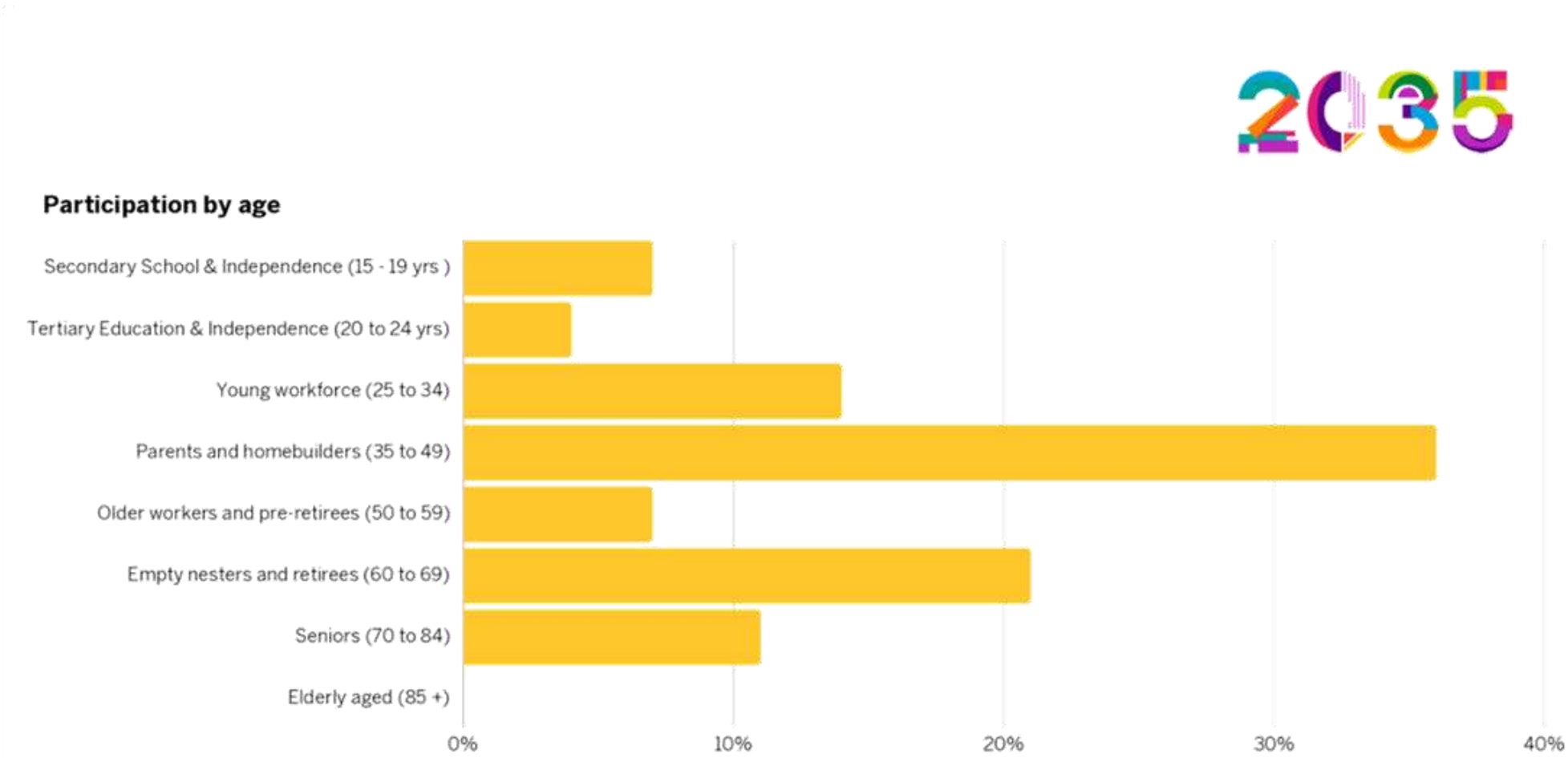
Diversity of voices



Participation by gender



City of Mount Gambier



The deliberative process

The Mount Gambier 2035 Community Panel met three times to develop a response to the following:

- What are the key elements that will inform the vision for Mount Gambier 2035?
- What should the strategic priorities for our community as we approach 2035?
- How might we describe our cultural identity as a city?

Over the three sessions (15.5 hours), the community panel reviewed and reflected on the feedback from the community and heard from a series of subject-matter experts in some of the key themes presented.

Sessions consisted of one evening and two weekend sessions, with different focuses as follows:

- **Session 1** Friday, 3 May 2024, 5:00pm to 7:30pm. This session was an opportunity for community panel members to meet each other and review the feedback from the community.
- **Session 2** Saturday, 11 May 2024, 9:00am to 4:00pm. This session was an opportunity for community panel members hear from a series of subject-matter experts to assist with their thinking and to commence working in smaller groups on drafting a vision, strategic priorities and cultural identity.
- **Session 3** Sunday, 26 May 2024, 10:00am to 4:00pm. This was the final session where community panel members were able to review where they had got to so far and finalise a draft vision, strategic priorities and cultural identity for presentation to Council.

The community panel presented their recommendations to Council on Tuesday, 28 May 2024 to ultimately inform the final draft of Mount Gambier 2035.

Tools that the panel used to assist with their deliberation included:

- A background report summarising all the feedback received during the first two phases of engagement, key statistics and data. This was prepared by Council.
- A copy of community feedback and responses to the Cultural Identity Survey.
- Presentations and information from three subject matter experts.
- Their own research, expertise and lived experience in our community







City of Mount Gambier

What are the key elements that will inform the vision for Mount Gambier 2035?

Vision Group's Definition of Success

- An overarching, poetic and simple statement encompassing the key themes.
- Identifying and celebrating what makes Mount Gambier unique.
- Concise statement with emotive language followed by paragraphs/ key phrases elaborating on detail.
- Images that add depth of meaning.
- Reflective of the community feedback.

Key themes

Mount Gambier is a **connected natural hub** - main hub for local communities, both in South East South Australia and Western Victoria.

1. **Family**
Mount Gambier is a hub for:
   - community
   - support and care
   - opportunities and interactions
   - a foundation to find meaning.

2. **Connection**
Mount Gambier is a hub for connection to:
   - services
   - the wider region
   - networks
   - our natural environment
   - culture/s
   - each other
   - share stories and history
   - celebrate.

3. **Nature**
Mount Gambier is a hub for:
   - accessible interaction
   - sustainable utilisation
   - custodianship
   - urban living in a rural setting
   - natural resources - water, air, soil.

4. **Growth**
Mount Gambier is a hub for:
   - innovation
   - diversity
   - accessibility and services
   - entrepreneurship
   - ourselves, family and community
   - aspirations in our economic ambition
   - living in a considered and sustainable affordable way.





Mount Gambier 2035 - Proposed Vision



City of Mount Gambier

What should the strategic priorities be for our community as we approach 2035?

Strategic Priorities Group's Definition of Success

- Five priorities - we should have about five strategic priorities with imagery/ artwork.
- Overarching statement - each priority has an overarching statement.
- Examples of success - people can get lost in broad statements, so make the strategic priorities practical, "In 2035, what does success look like?".
- Key principles - We want to demonstrate that the priorities are not stand-alone, they are all interconnected and underpinned by three key principles.
- Local heroes - We want the priorities to "stick" with our community. We want people to see our 'local heroes' who already implement our priotities. In some instances, we don't need to do something new, we want more of what we already have. Let's celebrate our 'local heroes' to show our community what our strategic priorities look like in practice.





Mount Gambier 2035 - Proposed Strategic Priorities

Key Principles:
The key principles recognise that each of the strategic priorities are interconnected and should be considered when working on projects across each of the priorities. We will achieve the 2035 vision by all of the strategic priorities working together so the people who come, stay and the people who are here feel valued and grow.

Connected:

- The ripple effect: When working on one priority, consider how it can link to the others to multiply the outcome for our community.
- Local, national, global: Consider how our city can be strengthened by connecting with others - our local communities (District Council of Grant, south-west Victoria), regional and state (Limestone Coast towns, tourism, health and education) national (investment and business) and global (export and trade).

Accessible:

- Welcoming: Consider how our strategic priorities can be welcoming and inviting for all to equitably participate. A vibrant community is where people of all abilities, linguistic, cultural backgrounds and age groups can connect, contribute and are valued.
- Universal design: The principles of co-design are used and each of the strategic priorities consider universal design - informational, physical, systematic, communication and cultural accessibility.

Sustainable:

- Stewardship: We embed in our priorities a culture of environmental responsibility among residents and industries, collectively working together for the stewardship of the air, land, soil and water.
- Protecting and preserving our natural resources: Urban planning and design ensures our unique natural resources are protected and preserved - clean air, volcanic soil, crystal clear ground-water, green and open space (sinkholes, crater lakes and urban parks).
- Circular economy: Leadership and infrastructure supports a circular economy and reduces waste to landfill.

City of Mount Gambier

2035

2035 Priorities

Environment & Liveability



We are custodians of the landscape, committed to protecting and preserving our natural environments, creating a liveable city.

Learning & Innovation



A regional learning hub that fosters innovation and local industries.

Key Principles

- Connected
- Accessible
- Sustainable

Infrastructure & Services



A high quality, affordable lifestyle where people are happy, healthy, and housed- and able to access all resources available.

Economic and Business Growth



A creative entrepreneurial mindset that creates a thriving resilient community.

A Vibrant Community



Events, activities, sport and recreation all contributing to a vibrant city during the day, at night and across all seasons.
Awesome things to do - day, night, all seasons.

City of Mount Gambier

2035



We are custodians of the landscape, committed to protecting and preserving our natural environments, creating a liveable city.

Areas under this priority include:

- Waste management.
- Urban sprawl.
- Water, security, and sustainable use.
- Sustainable energy.
- Land management of the crater lakes precinct.
- Tourism.
- Biodiversity.

In 2035 success looks like...

- Green connections that link our city such as wildlife corridors along the rail trail and interconnected track networks linking the city to the crater lakes.
- Improved management to protect and preserve our crater lakes precinct such as improved weed management and considered, connected design for a sustainable track and trail network.
- Sustainable waste management practices with reduced waste going to landfill with opportunities to create a circular economy.
- The connection of our city to nature and green spaces (i.e. crater lakes) to make a liveable city that helps to attract and retain people.
- Urban design and planning ensures our enviable natural assets are protected
- Our volunteers are actively engaged and contributing in the custodianship of our nature and green spaces

Local hero / champion / role model:
What they're doing:



A regional learning hub that fosters innovation and local industries.

Areas under this priority include:

- Education options for all ages.
- Equitable learning options.
- Pathways that lead to ongoing learning and development here.
- Industry training.
- Emerging technologies.
- Education, use, support, and opportunities.
- Seamless connections across all levels of learning.

In 2035 Success looks like...

- Learning pathways linked to our local industries - forestry, fisheries, dairy, agriculture.
- A local learning hub.
- We encourage business innovation and an entrepreneurial mindset.
- Mount Gambier is a place that attracts experts in their field and supports innovative business initiatives.
- Regional students can earn and learn here.
- Our city can attract the experts we need to live, learn and grow.
- Our city can retain professionals in Mount Gambier by having further development and promotional opportunities.
- Sharing and connecting community elder knowledge to younger people.
- We create opportunities for people to innovate and find solutions to the issues impacting our region.

Local hero / champion / role model:
What they're doing:



A high quality, affordable lifestyle where people are happy, healthy, and housed, able to access all resources available.

Areas under this priority include:

- Public transport.
- Housing and accommodation.
- Health services.
- Community safety.
- Emergency services.
- Social Services.
- Infrastructure.
- High-quality sport and recreation spaces and facilities.
- Healthy child development.
- Sustainable healthy food system.

City of Mount Gambier

In 2035, success looks like...

- Easy to access health services with experts who are here ongoing.
- Transport that helps people's everyday lives, linking core services so people can live from this form of transport (schools, dentists, hospital, medical centres, links to green spaces).
- Transport that links the community and tourists to our iconic sites.
- Equitable health and social services are locally accessible.
- Recreation spaces are connected and accessible.
- Mount Gambier has a diverse range of social services and a range of accommodation options.
- Affordable housing.
- Diversity of housing options to assist with attracting and retaining the people and skills we need in our community.
- Healthy families.
- Neighbours looking out for one another.
- A safe community.

Local hero / champion / role model:
What they're doing:



A creative, entrepreneurial mindset that creates a thriving, resilient community.

Areas under this priority include:

- Business and regional development.
- Business development and learning.
- Circular economy with waste management.
- Tourism.
- Events.
- Revitalisation and improvements of commercial precincts.
- Investment and development opportunities.
- Migration.

In 2035, success looks like:

- We have a diversity in our commercial mix, both supply and consumer offering.
- We have a diversity in our local industry creating employment opportunities and contributing to our local economy and resilience.
- Our local businesses are thriving through a strong local economy and tourism.
- Our people have an entrepreneurial mindset and are enabled and supported with opportunities to "start-up".
- Mount Gambier is seen as a place for young professionals.
- Our affordability is our strength as a place to invest or start business.
- We enable our creative industry to contribute to employment opportunities and the social fabric of the city.

Local hero / champion / role model:
What they're doing:



Events, activities, sports and recreation all contributing to a vibrant city during the day, at night and across all seasons. Awesome things to do - day, night, all seasons.

Areas under this priority include:

- Tourism.
- Events.
- Creative Industry.
- Sport and recreation.
- Volunteering.
- Culture and Heritage.
- Multi-culturalism.

In 2035, success looks like:

- Arts and cultural events over Winter.
- Activate public spaces in the city after 6pm.
- Events, activities, sport and recreation that provide opportunities for connecting and engaging the community.
- Energy and enthusiasm for volunteers with initiatives that provide opportunities for people to connect and contribute to the community.
- Protecting and preserving our natural assets, acknowledging the key role they play in our tourism economy and the vibrancy of our city.
- A diversity of events and activities that celebrate our first nations' heritage and shared cultural diversity, people and places.
- Activating Wulanda's indoor, heated areas (i.e. concerts, conferences, trade-shows) that can contribute to the city's visitor economy and vibrancy.
- Social Networks for all age groups.
- Events, activities, sport and recreation are inclusive and accessible to everyone.

Local hero / champion / role model:
What they're doing:

City of Mount Gambier

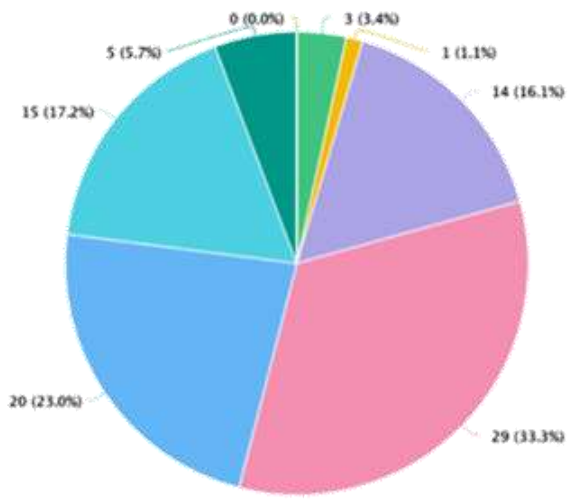
How might we describe our cultural identity as a city?

Cultural Identity Survey

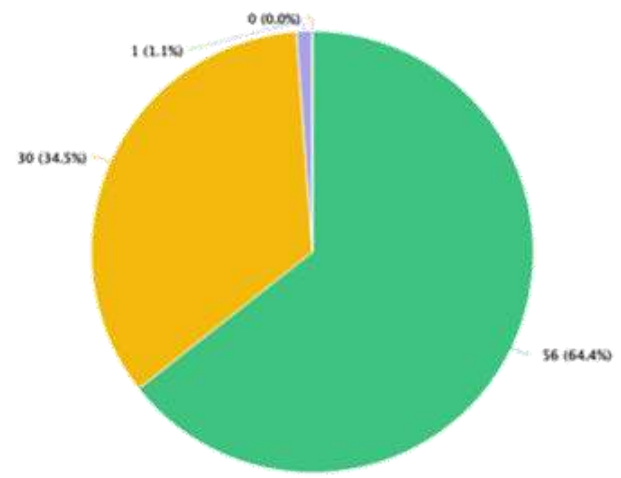
To support the work of the Cultural Identity group, a Cultural Identity Survey was open for community responses between 19 April 2024 and 5 May 2024.

The survey received 87 responses from a diverse representation within the community.

Participation by age:



Participation by gender:



Participant Connection to Mount Gambier:



In hearing from our community through the Mount Gambier 2035 project, it was clear that the culture and identity means a lot to us and plays an important role in shaping our plans for the future. But how do we put 'our identity' into words?

The questions in the Cultural Identity Survey helped the Community Panel to dig deeper into what makes Mount Gambier special to everyone who's part of it – whether they live, work or study or regularly visit here. They included:

1. What has brought you to, or kept you in, Mount Gambier?
   - to help us understand the motivations and connections people have to Mount Gambier.
2. What are you most and least proud of about Mount Gambier's culture or identity?
   - to help us understand what we cherish or would like to improve about our cultural identity.
3. If you only had 30 seconds, what would you say is uniquely Mount Gambier?
   - to help us explore what makes us unique beyond our natural landscape by giving consideration to our social and cultural interests, our rich history, our diverse people, and our unique pursuits.
4. What could only happen in Mount Gambier?
   - to help us delve into our city's singular characteristics and what makes it special to us.
5. How would you describe the feeling and atmosphere of Mount Gambier?
   - to provide insights into the overall mood, energy, and atmosphere of Mount Gambier and help us capture the intangible aspects of our community's character.

The findings and insights of the survey are reflected in the outcomes delivered by the Community Panel.

City of Mount Gambier

Cultural Identity Group's Definition of Success

- A powerful and inspiring cultural identity story that reflects out multi-faceted community and the voices of all Mount Gambier residents.
- A story that inspires conversation.
- A story that is inclusive of all the diverse people living in this city.
- A story that all community members can accept as their own.





Key themes

Connection to place

- A sense of community that fosters feeling of trust and safety, with an emphasis on cultural safety.
- Pull of family and friends - there are often negative stories surrounding young people leaving to see the world and gain new experiences and skills. There is talk of brain drains and what we can do to keep them here. Yet many of them return because their family and friends are here.
- Unique natural landscape - the landscape has broad cultural impact. The Traditional Custodians of Mount Gambier/ Berrin have an unbroken connection with Country. We have proximity to nearby beaches and National Parks - for those with access to transport - and we have a wealth of green spaces within the City's boundaries. The Crater Lakes Precinct, Umpherston Sinkhole/ Balumbul, Cave Gardens/ Thugi, the Rail Lands and our may sporting parks are home to cultural experiences that bring people together. The landscape is also an economic enabler, and our soil and water resources combined with a mild climate allow primary industries such as agriculture, viticulture, fishing and forestry to thrive here.
- Cultural diversity and connection - there is a wealth of diversity in the City, with increasing visibility and inclusion of First Nations, overseas migrants, the LGBTQIA+ community, and people with disabilities. Embracing diversity creates opportunities for all people to feel a sense of belonging and connection.
- History and heritage meshed with potential for innovation - our rich city as a long history beginning with our Traditional Custodians, followed by British colonisation and then migration from around the world. We are not steeped in the past however, and our City visibly blends natural and built heritage with progress and innovation.
- A regional city with a big country heart - our distance from Adelaide and Melbourne is a genuine challenge. It makes it difficult to access services and events - especially health services, and also sporting, arts and academic opportunities for young people. We've developed a sense of resilience and independence in finding our own ways to do things that extends to real sense of care for each other

Mount Gambier 2035 - Proposed Cultural Identity Statement



City of Mount Gambier

Next steps

Following Council consideration, the recommendations will be compiled into a draft Community Vision - Mount Gambier 2035.

This draft will go out for community review in June 2024 with a final draft to be presented to Council for endorsement in July.

To stay informed, please visit www.haveyoursaymountgambier.com.au/mountgambier2035





19.2 RAILWAY LANDS - LEARN TO RIDE, NATURE PLAY AND YOUTH SPACE - COMMUNITY CONSULTATION – REPORT NO. AR24/32732

Committee:	**Council**
Meeting Date:	**18 June 2024**
Report No.:	**AR24/32732**
CM9 Reference:	**AF23/328**
Author:	**Abdullah Mahmud, Manager Engineering, Design and Assets**
Authoriser:	**Barbara Cernovskis, General Manager City Infrastructure**
Summary:	**This report presents the proposed nature play and youth spaces at the Railway Lands for endorsement for the purpose of community consultation**
Strategic Plan Reference:	**Goal 1: Our People** **Goal 2: Our Location** **Goal 3: Our Diverse Economy** **Goal 4: Our Climate, Natural Resources, Arts, Culture and Heritage** **Goal 5: Our Commitment**

REPORT RECOMMENDATION

1. That Council Report No. AR24/32732 titled 'Railway Lands - Learn to Ride, Nature Play and Youth Space - Community Consultation' as presented on 18 June 2024 be noted.
2. That Council endorses the final concept plan of the Learn to Ride space as attached to this report AR24/30771 for delivery on the western railway platform at the Railway Lands.
3. That Council appropriately commemorates the contribution made by Mount Gambier Out of School Hours Care to the Learn to Ride project.
4. That a further workshop/discussion be held with Elected Members seeking their input on the draft concept plans for the Railway Lands - Nature Play and Youth Space areas.

   or

5. That community consultation commence on the draft concept plans for the Railway Lands - Nature Play and Youth Space, with community feedback being presented to a future Council meeting for final endorsement.

TYPE OF REPORT

Corporate

BACKGROUND

The Railway Land including the Station building and platforms was gifted to Council in 2005 by the State Government and was redeveloped between 2010 and 2015 from a disused railway into an integral community open space. With close proximity to the CBD it provides a central location for passive and active recreation and is well connected to schools and other sport and recreation venues including Hastings Cunningham Reserve, Wulanda Recreation and Convention Centre and Blue Lake Sports Park.

Over time, many of the original play elements have deteriorated and been removed.

At its meeting held 17 December 2019, Council accepted an offer from the Mount Gambier Out of School Hours Care (OSHC) of approximately $150,000 towards a play structure to be delivered in the Railway Lands.

It further resolved *"that the Council appropriately commemorate the contribution made by Mount Gambier Out of School Hours Care to the project"*.

Council's strategic position in the endorsed Sport, Recreation and Open Space Strategy (SROSS) is that a master plan for the Railway Lands site and Rail Trail be developed in partnership with site users to provide a coordinated and strategic planning approach to landscaping and the provision and development of infrastructure ensuring it is fit for purpose and meets the needs of the community.

Broad community consultation was undertaken to determine the aspirations for Railway Land nature play space and adjacent vacant platform space and it was determined that Council develop a master plan for the provision of:

- Youth space,
- Nature play,
- Learn to ride on the railway platform.

Council engaged JPE Design Studio to provide a plan for the Railway Lands incorporating universal design principles to deliver safe, accessible, and inclusive play spaces for the community.

At its meeting held on 21 May 2024, Council resolved the following:

"1. That Council Report No. AR24/30771 titled 'Railway Lands Play Space - Learn to Ride Space' as presented on 21 May 2024 be noted.

2. That the concept plan of the Learn to Ride space as attached to this report AR24/30771 be referred to a council briefing before the June council meeting.

3. That the Youth Space concept plan and Nature Play concept plan be referred to a future Council Meeting.

4. That Council appropriately commemorates the contribution made by Mount Gambier Out of School Hours Care to the project."

Subsequently, an Elected Member Information Briefing Session was held on Tuesday, 11 June 2024 to further discuss the next steps.

PROPOSAL

The purpose of this report is to present an update of the concept plans for the nature play and youth spaces and to:

- Endorse the learn to ride space for delivery.
- Present the nature play concept plan to the community for consultation on the final draft.

- Present the youth space first draft concept plan to the community for consultation and feedback.
  or
- Seek Council's view as to whether it wants additional opportunity for input to the concepts before consultation.

LEGAL IMPLICATIONS

There are no known legal implications regarding the proposal to commence community consultation of the nature play and youth spaces.

STRATEGIC PLAN

The project directly supports multiple goals outlined in the Strategic Plan 2020-2024 .

Specifically, it contributes to infrastructure development while managing current assets, enhances public spaces' safety and appeal, fosters year-round activation and placemaking in the CBD, and enhances and promotes environmental experiences without compromising environmental values.

COUNCIL POLICY

This project is in alignment with the Sport, Recreation and Open Space Strategy (SROSS) by ensuring accessible, safe, and inclusive open spaces throughout the community, incorporating universal design principles for all abilities and genders, and by considering local stories and culture through design and pride of place, and offering diverse play experiences for all ages.

It also emphasises responsive and sustainable management practices for open spaces citywide.

The recently endorsed Shared Path Master Plan recommends the introduction of skill building facilities, preferably adjacent to primary or secondary cycling/walking routes.

The project also aligns with and will actively contribute to achieving actions outlined in Council's CBD Guiding Principles 2022 , Disability Access and Inclusion Plan 2020-2024 , Youth Engagement Strategy, Charter for Children and Reconciliation Action Plan.

ECONOMIC IMPLICATIONS

While external funding is actively being sought for delivery of the play spaces, it is considered that the only economic implication with regard to the community consultations is administrative in nature.

ENVIRONMENTAL IMPLICATIONS

There are no environmental implications in relation to community consultations, however the overall plan for the railway lands will incorporate green spaces, trees and native plants to enhance the urban landscape and provide natural shading.

Plantings will consist of species native to our area which has been informed by Council's Useful Indigenous Plants of the South East Guide and which also have alternative uses.

Interactive design features will consider known best practice, encourage imaginative play and diverse, multifunctional equipment will contribute to sustainability and creativity in the play space.

SOCIAL IMPLICATIONS

There are no social implications in relation to the proposal in this report to conduct community consultation, however the railway land has become an integral community event and meeting space. It has organically become a central active-transport haven for walkers, runners and cyclists of all abilities.

Increased active recreation opportunities will positively contribute to and enhance the liveability of our city through improved play amenities of a regional standard, and will encourage wellbeing and mental and physical health through active transport and inclusive connection as a community.

CULTURAL IMPLICATIONS

The plan aims to celebrate the Railway Lands cultural identity as an active transport hub and community events and meeting space whilst ensuring the rail history of the site is commemorated.

RESOURCE IMPLICATIONS

It will be reviewed if Council staff are able to undertake the implementation of the learn to ride, and if resources are unavailable, a procurement process will commence to engage contractors to deliver this element.

For the nature play and the youth space, after the public consultation, Council will collect the feedback for further inclusion in the plan and engage the consultant to develop the detail design. The Nature play project has been included in the 2024/25 financial year with a total budget of $500K where $250K has been assumed from funding contribution.

VALUE FOR MONEY

Council will follow internal processes to ensure value for money for the delivery of the learn to ride space.

With limited budget, external funding opportunities are actively being explored to deliver the nature play and youth spaces, In case of failure to secure funding, the projects will be put on hold until further opportunity arises and a report will be presented to the Council for further direction.

For noting, Council Officers have applied for funding for the nature play project through the ***"2023-24 Open Space Grant Program - Railway Lands Play Precinct"***. Unfortunately we have been advised that City of Mount Gambier has been unsuccessful in securing the grant funding. We will continue to look for further opportunities, should any opportunities arise.

RISK IMPLICATIONS

An identified risk of not delivering the learn to ride and nature play spaces is Council commitment to deliver a play structure at the Railway Lands to Mount Gambier Out of School Hours Care as resolved in 2019 would not be met.

Due to time constrains and resources availability the delivery of the "Learn to ride" component may be deferred into the next FY as part of the capital works delivery.

EQUALITIES AND DIVERSITY IMPLICATIONS

The design is informed by universal design principles to ensure accessible play for all ages and abilities promoting social inclusion.

ENGAGEMENT AND COMMUNICATION STRATEGY

Council undertook consultation over 12 months to understand the community needs for the Railway Lands during the development of SROSS.

Broad community consultation was undertaken to determine the aspirations for the nature play and adjacent vacant platform space during the site-specific consultation in 2023.

This report seeks council's resolution to further community engagement on the proposed concept plan for all three play space elements.

IMPLEMENTATION STRATEGY

The ability to undertake the learn to ride works in-house will be assessed, and if internal resources are unable to undertake the works, a procurement process will be commenced to engage a contractor to deliver the learn to ride space.

The Nature play project delivery will be scoped and planned for delivery once the detail design has been completed.

The Youth Space project is not currently scheduled for delivery in the forward works program.



CONCLUSION AND RECOMMENDATION

As per the resolution.

ATTACHMENTS

1. Proposed Concept Plans for Public Consultation ⇩

Railway Lands Play Precinct

Concept Design

Prepared by
JPE Design Studio

23125

13.05.2024
Revision - C

Issue for Approval

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Revision	Issue Date	Issued By
A_Draft	06.03.2024	LM
B_Draft	28.03.2024	LM
C_For Approval	13.05.2024	LM

Issue for Approval

Contents

Section	Page
01 Precinct Analysis	04
02 Design Precedents	10
03 Concept Design	14
04 Materials	25

01
Precinct Analysis

Project Site Location

Issue for Approval



Legend

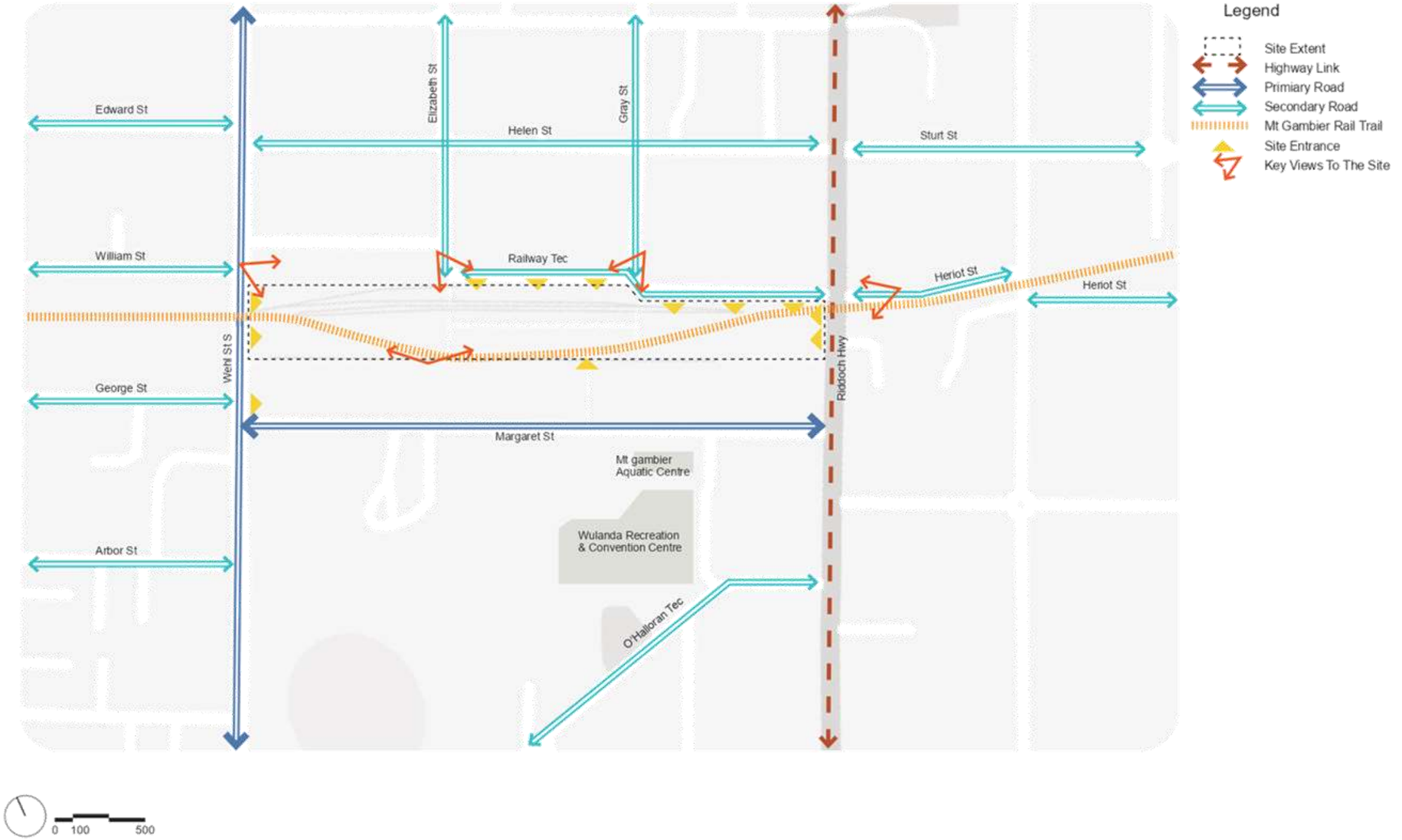
- Site Extent
- Open Green Recreational Spaces
- Mt Gambier Rail Trail
- Highway Links
- Primary Road

0 100 200 500m

Design of Railway Lands Play Precinct | JPE Design Studio | 5.

Project Site Analysis

Issue for Approval



Existing Condition - Landscape Character

Issue for Approval



Existing Condition - Key Features and Artworks

Issue for Approval



Potential Play Features and Activity Hub Locations

Issue for Approval



02
Precedents

Nature Play and All-inclusive Play

Issue for Approval


Steel frame tower with recycled timber cladding


Suspended crossing over path


Teepee play


All inclusive percussion play


All inclusive percussion play


Steel frame flying fox


Rubber stepping logs


All inclusive seesaw

Learn to Ride

Issue for Approval JPE


Various road scenario settings to assist kids in learning traffic rules as 'drivers'


Raised garden plantings


Various road scenario settings to assist kids in learning traffic rules as 'pedestrians'


Railway setting


Various signage throughout the spaces


Colours to highlight the 'road ways'


A place for families



Suitable for kids' bikes or scooters

Activity Hub

Issue for Approval


Pump track


Hammock to provide resting moments


Parkour


Skating units


Paddle & charge bike


Baksetball court


Gym trampoline

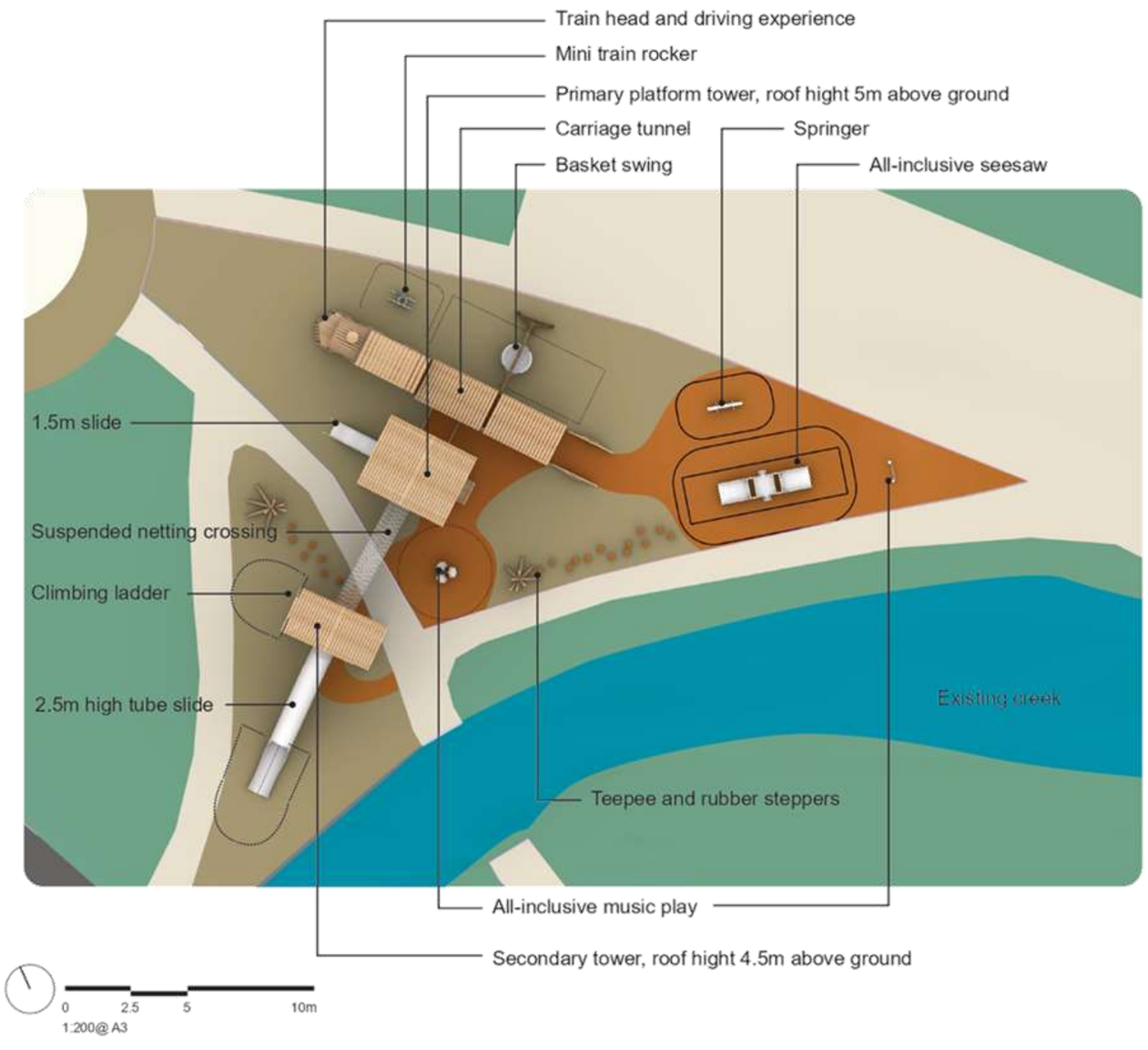

Graffiti / mural walls

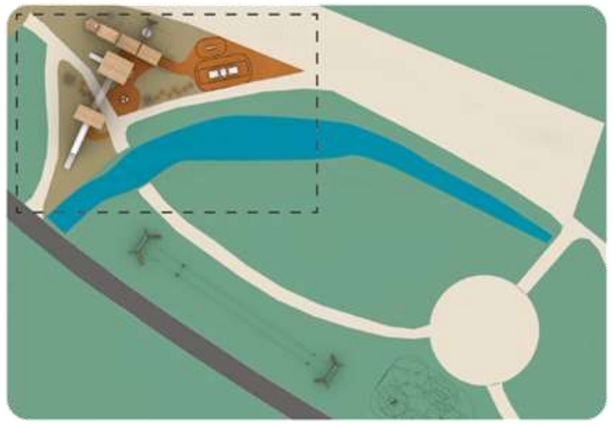
03
Concept Design

Choo Choo Train - Nature Playground

Issue for Approval

- Train and railway as the 'Hero' play elements
- Secondary elements include Mt Gambier's main industry (timber, dairy, beef, lamb, wool and rock lobster etc)
- Upper levels for adults and kids with brave souls.
- Ground level for younger kids and DDA accessible play





Key Plan | NTS

Legend

Rubber softfall /DDA compliant

Clearance zone

Note:
Existing lizard sculpture to be relocated to accommodate the proposed nature play structure

Design of Railway Lands Play Precinct | JPE Design Studio | 15.

Choo Choo Train - Nature Playground

Issue for Approval















Key Plan | NTS

Design of Railway Lands Play Precinct | JPE Design Studio | 16.

Choo Choo Train - Nature Playground

Issue for Approval







Key Plan | NTS









Choo Choo Train - Nature Playground

Issue for Approval















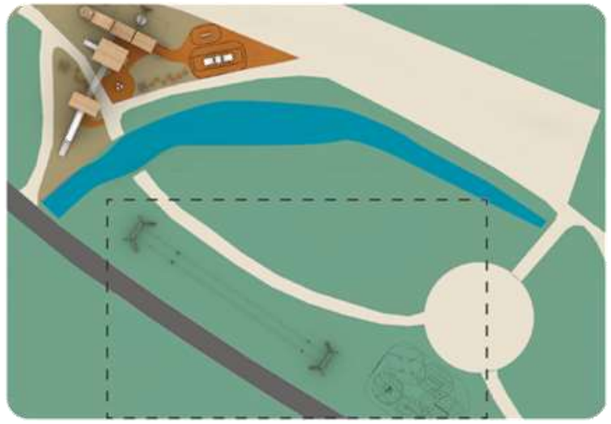
Key Plan | NTS

Design of Railway Lands Play Precinct | JPE Design Studio | 18.

Flying Fox and Nijia Course

Issue for Approval





Key Plan | NTS

Legend

Clearance zone

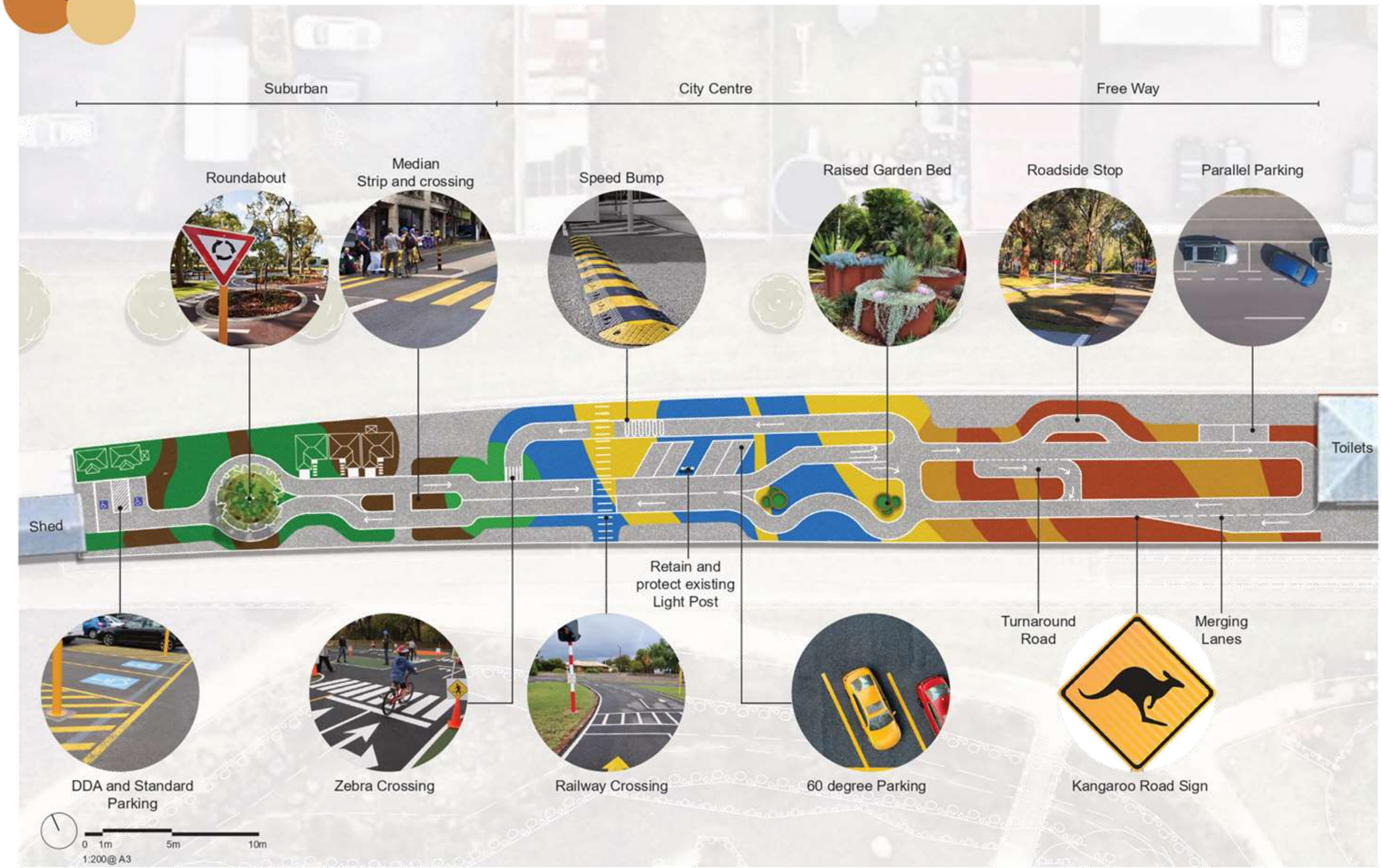
Existing tree

Note:
Existing tree clashes with flying fox clearance zone, potentially to be re-located or removed

Design of Railway Lands Play Precinct | JPE Design Studio | 19.

Learn To Ride

Issue for Approval JPE



Activity Hub

Issue for Approval JPE

Overall Spacial Arrangement Plan

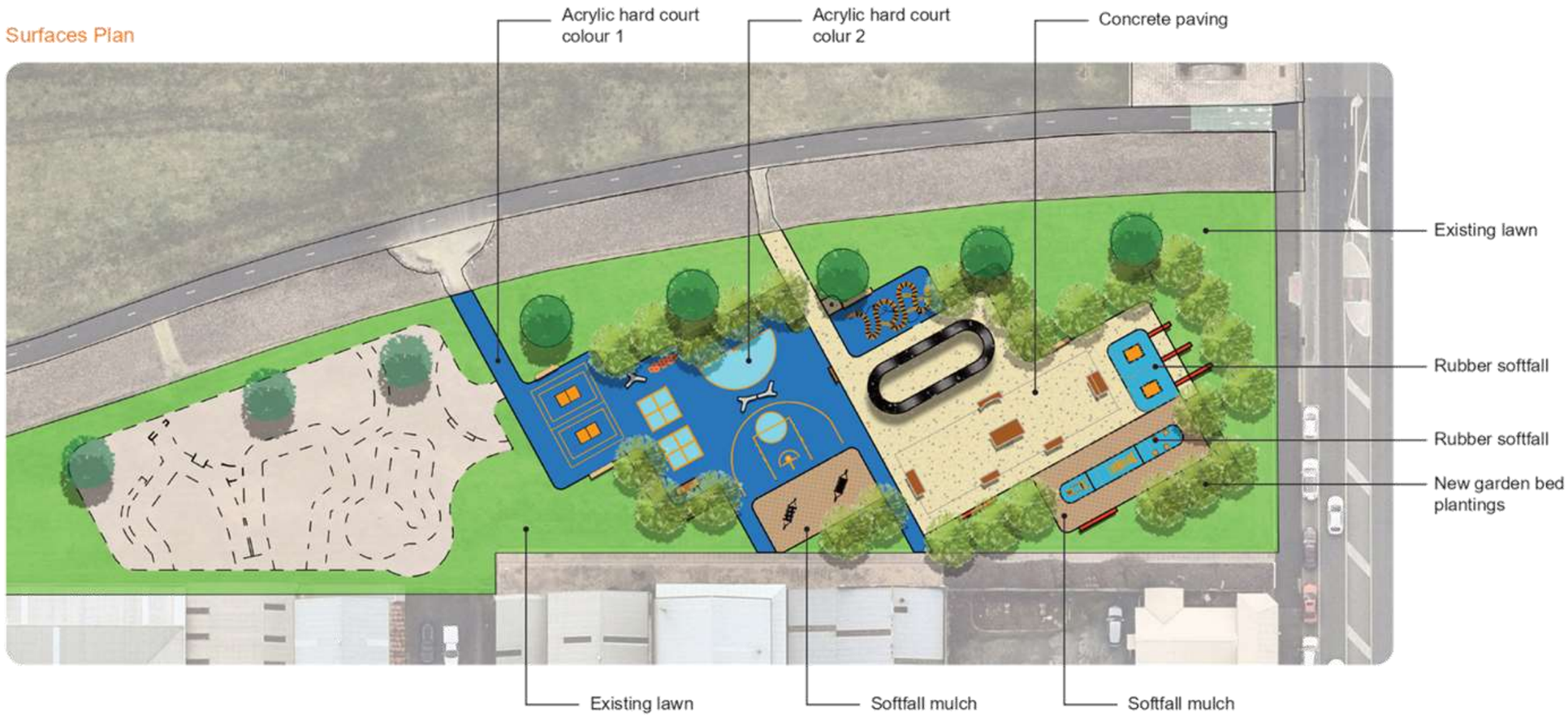


Design of Railway Lands Play Precinct | JPE Design Studio | 21.

Activity Hub

Issue for Approval JPE

Surfaces Plan



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Design of Railway Lands Play Precinct | JPE Design Studio | 22.

Activity Hub

Issue for Approval

JPE

Play Equipment Arrangement Plan



Design of Railway Lands Play Precinct | JPE Design Studio | 23.

Activity Hub

Issue for Approval JPE

Furniture and Amentities Arrangement Plan











Lighitng to be developed with Electrical engineer







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1:500@ A3

Design of Railway Lands Play Precinct | JPE Design Studio | 24.

04

Materials & Selections

Issue for Approval

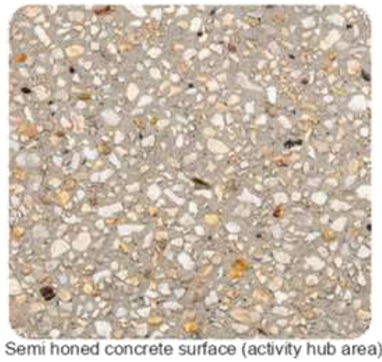
Proposed Materials

Surface


Rubber softfall with designed patterns


hard court acrylic surfaces with markings


Mulch softfall (existing and potential top up)


Semi honed concrete surface (activity hub area)

Play elements


Steel framing with recycled timber cladding


Steel framing with play ropes and nets


Corten steel and galvanised steel edge

Soft landscape


Additional planting where possible


Additional planting where possible

Issue for Approval

Proposed Tree Planting

The palette references existing tree species on site. To enhance the sense of the four seasons. All species are hardy with low maintenance requirements.



Quercus Robur (English Oak)



Zelkova serrata 'Green vase'(Japanese Zelkova)



Fraxinus angustifolia 'Raywood' (Claret ash)



Washingtonia 'Robusta' (Cotton palm)



Pyrus calleryana 'Chanticleer' (Callery pear)

Issue for Approval JPE

Proposed Planting

The tree palette references 'Mount Gambier Rail Trail Native Plant List'. Highlighted species are important to the site as they have indigenous uses.



Acacia myrgifolia



Acacia pycnantha



Apium prostratum



Arthropodium strictum



Banksia marginata



Burchardia umbellata



Carpobrotus rossii



Gahnia trifida



Indigofera australis



Kennedia prostrata



Kunzea pomifera



Leptospermum continentale



Leptospermum myrsinoides



Lomandra longifolia



Melaleuca squarrosa



Microseris lanceolata



Olearia pannosa



Olearia ramulosa



Ptilotus macrocephalus



Xanthorrhoea australis



Xanthorrhoea minor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19.3 SUBMISSION - DOG AND CAT MANAGEMENT (BREEDER REFORMS) AMENDMENT BILL 2024 CONSULTATION – REPORT NO. AR24/39003

Committee:	**Council**
Meeting Date:	**18 June 2024**
Report No.:	**AR24/39003**
CM9 Reference:	**AF23/328**
Author:	**Ashlee Pasquazzi, Executive Administrator Corporate and Regulatory Services**
Authoriser:	**Jane Fetherstonhaugh, General Manager Corporate and Regulatory Services**
Summary:	**This report presents a proposed submission to the Dog and Cat Management (Breeder Reforms) Amendment Bill 2024, which is currently open for consultation.**
Strategic Plan Reference:	**Goal 1: Our People** **Goal 2: Our Location** **Goal 3: Our Diverse Economy** **Goal 4: Our Climate, Natural Resources, Arts, Culture and Heritage** **Goal 5: Our Commitment**

REPORT RECOMMENDATION

1. That Council Report No. AR24/39003 titled 'Submission - Dog and Cat Management (Breeder Reforms) Amendment Bill 2024 Consultation' as presented on 18 June 2024 be noted.
2. That the submission Dog and Cat Management (Breeder Reforms) Amendment Bill 2024 as attached to Report No. AR24/39003 be approved.
3. That the Chief Executive Officer or Delegate be authorised to make any necessary changes to the document arising from feedback given at the meeting, and to make minor typographical or formatting corrections that do not materially impact the intention of the submission.

TYPE OF REPORT

Other

BACKGROUND

The Dog and Cat Management Act 1995 is South Australia's legal framework for managing dogs and cats in South Australia. The Act outlines the responsibilities of dog and cat owners as well as breeders who have legal obligations relating to breeding and selling dogs and cats. The Act is administered in partnership with local government.

PROPOSAL

The Bill proposes to introduce a robust licensing scheme where breeders are assessed and approved (or not) for a license and will be subject to appropriate conditions. Applicants will be required to provide specific information about their breeding intentions, actions and breeding animals.

There are additional requirements in the Act for owners in managing a dangerous dog or dog of a prescribed breed. Higher penalties also apply to dangerous dogs or dogs of a prescribed breed for many of the offences in the Act.

A number of smaller changes will aid clarity, remove red tape and promote action. These changes are primarily to help government, non-government and industry stakeholders facilitate better services for the community.

- Streamlining Local Council Dog and Cat Management Planning: enabling the Dog and Cat Management Plan to form part of Councils other Operational Plans.
- Updating Registration Provisions: Aligning with the State-wide register, Dogs and Cats Online, and removing business registration.
- Reducing the Size of the Dog and Cat Management Board
- Removing Mandatory Muzzling for Retired Racing Greyhounds.
- Updating the Definition of 'Attack-Trained' Dogs.
- Recognising Interstate Dog Control Orders.
- Improving Controls for Wandering Dogs.
- Posting Animal Detention Notices on Council Websites instead of displaying on the Public Notice Board.

The state government is also considering the legislative and non-legislative framework for cat management. This includes developing policies, undertaking research and looking at implementation of practical on the ground actions, including:

- Cat desexing initiatives and grants to reduce unwanted litters.
- Supporting councils to develop and implement local by-laws.
- Community education promoting responsible pet ownership.

Consultation on the proposed Dog and Cat Management (Breeder Reforms) Amendment Bill 2024 closes on 11 June 2024 with Local Government able to provide a submission by 30 June 2024.

The public consultation period for the proposed Dog and Cat Management (Breeder Reforms) Amendment Bill 2024 closes on 11 June 2024. As a Local Government authority, Council has the opportunity to provide feedback until 30 June 2024.

A draft submission to the Dog and Cat Management (Breeder Reforms) Amendment Bill 2024 is attached for Members review **(Attachment 1).**

LEGAL IMPLICATIONS

The bill proposes to streamline local council dog and cat management planning, remove business registration, and reduce the size of the Dog and Cat Management Board. These changes could raise legal issues related to the impact on existing processes and procedures.

STRATEGIC PLAN

N/A

COUNCIL POLICY

A515 Animal Control - Dogs

A520 Animal Control

Animal Management - Unclaimed Dogs

ECONOMIC IMPLICATIONS

N/A

ENVIRONMENTAL IMPLICATIONS

N/A

SOCIAL IMPLICATIONS

N/A

CULTURAL IMPLICATIONS

N/A

RESOURCE IMPLICATIONS

N/A

VALUE FOR MONEY

N/A

RISK IMPLICATIONS

N/A

EQUALITIES AND DIVERSITY IMPLICATIONS

N/A

ENGAGEMENT AND COMMUNICATION STRATEGY

If resolved, Council will provide a submission to the proposed Dog and Cat Management (Breeder Reforms) Amendment Bill 2024 by the 30 June 2024 deadline.

IMPLEMENTATION STRATEGY

N/A

CONCLUSION AND RECOMMENDATION

The draft submission provides a comprehensive response to the proposed bill and makes recommendations for improvement. By endorsing the draft submission, Council will be able to provide a clear and informed response to the proposed bill and promote improved animal welfare outcomes in South Australia. It is recommended that Council endorse the draft submission to the Dog and Cat Management (Breeder Reforms) Amendment Bill 2024.

ATTACHMENTS

1. Draft Submission - Dog and Cat Management (Breeder Reforms) Amendment Bill 2024 ⇩
2. Draft - Dog and Cat Management (Breeder Reforms) Amendment Bill 2024 ⇩

3. Explanatory Guide - Dog and Cat Management (Breeder Reforms) Amendment Bill 2024 ⇩

Submission on the Proposed Changes to the Dog and Cat Management Act 1995

Background

The Dog and Cat Management Act 1995 is South Australia's go-to set of rules for managing dogs and cats. It outlines what owners and breeders need to do to take care of their pets responsibly. The Act is run in partnership with local councils, making sure everyone is on the same page. Council undertook significant community consultation leading to the development of the City of Mount Gambier Dog and Cat Management Plan 2024-2028.

Comments on Proposed Changes

Breeding Laws

Council supports the idea of a stricter licensing system for breeders. This will ensure that breeders are thoroughly assessed and approved, promoting responsible breeding practices. Requiring breeders to provide detailed information about their breeding intentions and actions will enhance transparency and accountability, ultimately contributing to better animal welfare standards.

Penalties for Dog Attacks

Introducing higher penalties for owners of dangerous dogs and certain breeds is supported. These tougher penalties will encourage owners to be more responsible, helping to prevent dog attacks and keeping the community safer.

Wandering Dogs

Dogs which regularly wander at large remain an issue for council enforcement. Council notes that the Draft proposes the creation of a new Dog Control Order for persistently wandering dogs, that applies the maximum fine immediately, which Council supports.

Other Amendments

Council are pleased to see a range of smaller amendments aimed at enhancing clarity and reducing red tape.

- Streamlining local council dog and cat management planning - allowing councils to incorporate dog and cat management planning with other operational plans will ensure more efficient use of resources
- Updating registration provisions to reflect the State-wide register Dogs and Cats Online and remove business registration – reducing the administrative burden and complexity should lead to time savings and less hassle for both pet owners and local businesses..
- Remove mandatory muzzling for retired racing greyhounds – this is a more compassionate approach that reflects the reduced risk these dogs pose after retirement, improving their quality of life.
- Update the definition of 'attack-trained' dogs where additional obligations will apply to the owners of these dogs – this will give clarity for dog owners regarding their responsibilities and legal expectations, promoting better compliance and public safety.
- Recognise interstate dog control orders in South Australia – this will Improve enforcement and clarity for dog owners moving between states, maintaining consistent standards and expectations.
- Improve controls for wandering dogs, who persistently escape and wander at large – this will lead to enhanced safety for both the community and the wandering dogs

- Allow animal detention notices to be posted on council websites – this will ensure greater transparency and accessibility of information and help reunite lost pets with their owners more quickly.

Cats

Council notes the decision to handle cat management through non-legislative means. This approach is intended to be more flexible and community-focused than compulsory cat registration. Here are the key initiatives we support:

- Cat Desexing Initiatives and Grants: These programs will help control the cat population humanely by reducing unwanted litters.
- Support for councils developing By-Laws: Helping councils create their own rules will ensure they meet local needs. However, Council notes that state-wide controls would have benefits as cats do not contain themselves only to one council area and so if councils take different approaches, consistency and enforcement is more complex.
- Community Education on Responsible Pet Ownership: Educating the community on responsible pet ownership is crucial for sustainable and humane cat management.

Conclusion

In summary, Council supports the proposed changes to the Dog and Cat Management Act 1995. The new breeding laws, stricter penalties for dog attacks, and practical amendments will enhance the effectiveness of the Act. Furthermore, the non-legislative approach to cat management will assist in promoting responsible pet ownership without compulsory registration. These changes will benefit both the community and the welfare of dogs and cats in South Australia.

Draft for comment

South Australia

Dog and Cat Management (Breeder Reforms) Amendment Bill 2024

A BILL FOR

An Act to amend the *Dog and Cat Management Act 1995* and to make a related amendment to the *Criminal Law Consolidation Act 1935*.

Contents

Part 1—Preliminary

1 Short title
2 Commencement

Part 2—Amendment of *Dog and Cat Management Act 1995*

3 Amendment of section 3—Objects
4 Amendment of section 4—Interpretation
5 Amendment of section 12—Composition of Board
6 Amendment of section 17—Proceedings
7 Insertion of Part 2 Division 2A

Division 2A—Centralised registration and management system

20 Board to establish centralised registration and management system

8 Amendment of section 24—Annual report
9 Amendment of section 25—Dog and Cat Management Fund
10 Amendment of section 25D—General powers of authorised persons
11 Amendment of section 26—Council responsibility for management of dogs and cats
12 Substitution of section 26A

26A Plans of management relating to dogs and cats

13 Amendment of section 31—Offence to hinder etc authorised person
14 Amendment of section 34—Registration procedure for individual dogs
15 Repeal of section 35
16 Amendment of section 37—Notifications to ensure accuracy of registers
17 Repeal of section 38
18 Amendment of section 42E—Certain dogs and cats to be desexed
19 Amendment of section 43—Dogs not to be allowed to wander at large
20 Amendment of section 44—Dogs not to be allowed to attack etc
21 Amendment of section 45A—Miscellaneous duties relating to dogs
22 Amendment of section 45B—Dogs of prescribed breed
23 Amendment of section 45C—Greyhounds
24 Amendment of section 45D—Attack trained dogs, guard dogs and patrol dogs
25 Amendment of section 50—Destruction and control orders
26 Amendment of section 51—Grounds on which orders may be made
27 Amendment of section 55—Contravention of order

Draft

Dog and Cat Management (Breeder Reforms) Amendment Bill 2024
Contents

28 Amendment of section 56—Notification to council
29 Amendment of section 57—Notification of order to proposed new owner of dog
30 Amendment of section 59B—Contravention of Prohibition Order
31 Insertion of Part 5 Division 4
Division 4—Recognition of interstate orders
59C Recognition of certain interstate orders
32 Amendment of section 60—Power to seize and detain dogs
33 Amendment of section 61—Procedure following seizure of dog
34 Amendment of section 62—Destruction or disposal of seized dog
35 Amendment of section 63—Power to destroy cats
36 Amendment of section 64—Power to seize and detain cats
37 Amendment of section 64D—Notification to owner of dog or cat destroyed etc under Part
38 Substitution of Part 7
Part 7—Breeder's licences
Division 1—Preliminary
68 Meaning of ***to breed*** and ***bred***
69 Board may publish or adopt standards and guidelines
Division 2—Licensing of breeders of dogs and cats
70 Offence to breed dogs or cats unless licensed
71 Application for licence
71A Terms and conditions of licence
71B Reporting obligations
71C Renewal of breeders licence
71D Suspension or cancellation of breeder's licence
71E Dealing with dogs and cats where breeder's licence suspended or cancelled
71F Register of licensed breeders
Part 7AA—Sale of dogs and cats
Division 1—Sale etc of dogs and cats
71G Offence to sell etc dogs of prescribed breed
71H Offences relating to sale of certain dogs and cats
71I Certain information to be given to buyers
39 Amendment of section 72—Review of certain decisions by South Australian Civil and Administrative Tribunal
40 Insertion of section 73
73 Sharing of information between Board and councils etc
41 Amendment of section 83—No liability for action taken under Act
42 Repeal of section 87
43 Substitution of section 88
88 Evidentiary provision
44 Substitution of section 90A
90A Review of Act
45 Amendment of section 91—Regulations
Schedule 1—Related amendments and transitional etc provisions
Part 1—Amendment of *Criminal Law Consolidation Act 1935*
1 Amendment of section 20AA—Causing harm to, or assaulting, certain emergency workers etc
Part 2—Transitional provisions

The Parliament of South Australia enacts as follows:

Part 1—Preliminary

1—Short title

This Act may be cited as the *Dog and Cat Management (Breeder Reforms) Amendment Act 2024*.

2—Commencement

This Act comes into operation on a day to be fixed by proclamation.

Part 2—Amendment of *Dog and Cat Management Act 1995*

3—Amendment of section 3—Objects

Section 3—after paragraph (c) insert:

(d) to require breeders of dogs and cats to adhere to standards and guidelines that provide for the welfare of dogs and cats involved in breeding programs.

4—Amendment of section 4—Interpretation

(1) Section 4, definition of ***attack trained dog***—delete "training, to attack a person on command;" and substitute:

training—

(a) to attack a person on command; or

(b) in the sport of Internationale Gebrauchshund Pruefung (however described);

Note—

This sport is also known as Schutzhund, IGO or IGP.

(2) Section 4—after definition of ***Board*** insert:

to breed or ***bred***—see section 68;

breeder's licence means a licence to breed dogs or cats (or both) under Part 7 that is in force;

(3) Section 4—after the definition of ***cat*** insert:

Control (Barking Dog) Order means an order of a kind referred to in section 50(6);

Control (Dangerous Dog) Order means an order of a kind referred to in section 50(3);

Control (Menacing Dog) Order means an order of a kind referred to in section 50(4);

Control (Nuisance Dog) Order means an order of a kind referred to in section 50(5);

Control (Wandering Dog) Order means an order of a kind referred to in section 50(6a);

(4) Section 4, definition of ***dangerous dog***—after paragraph (b) insert:

or

(c) an order generally corresponding to a Control (Dangerous Dog) Order has been recognised under section 59C;

(5) Section 4—after the definition of ***effective control*** insert:

emergency service means—

(a) SA Police;

(b) SAMFS;

(c) SACFS;

(d) SASES;

(e) SAAS;

(f) any other entity prescribed by the regulations;

(6) Section 4—after the definition of ***LGA*** insert:

licensed breeder, or ***holder of a breeder's licence*** means a person who—

(a) is the holder of a breeder's licence; or

(b) is licensed (however described) to breed dogs or cats (or both) under a corresponding law;

(7) Section 4, after the definition of ***private place*** insert:

Prohibition Order means a Prohibition Order made under section 59A;

(8) Section 4—***registered veterinary surgeon***—delete the definition

(9) Section 4—after the definition of ***unidentified cat*** insert:

veterinarian has the same meaning as in the *Veterinary Services Act 2023*;

5—Amendment of section 12—Composition of Board

(1) Section 12(1)—delete "9" and substitute:

7

(2) Section 12(1)(a)—delete "4" and substitute:

3

(3) Section 12(1)—delete "4" and substitute:

3

6—Amendment of section 17—Proceedings

Section 17(1)—delete "5" and substitute:

4

7—Insertion of Part 2 Division 2A

Part 2—after section 19 insert:

Division 2A—Centralised registration and management system

20—Board to establish centralised registration and management system

(1) The Board must establish and maintain a centralised registration and management system for the purposes of this Act.

(2) The centralised registration and management system must contain the following registers:

(a) a register of dogs and cats registered under this Act;

(b) a register of dogs and cats that are microchipped;

(c) a register of dogs and cats that are desexed;

(d) a register of assistance dogs;

(e) the register of licensed breeders kept under section 71F;

(f) any other register required to be kept by the regulations,

and may contain such other registers or information the Board thinks fit.

(3) A register must, in relation to each entry on the register, include the information required by the regulations and may include any other information the Board thinks fit.

(4) A register may be kept wholly or partly in an electronic form.

8—Amendment of section 24—Annual report

Section 24(1)—delete "30 September" and substitute:

31 October

9—Amendment of section 25—Dog and Cat Management Fund

Section 25(4)(a)—after "dogs" insert:

and cats

10—Amendment of section 25D—General powers of authorised persons

(1) Section 25D(2)(b)—delete "justice" and substitute:

magistrate

(2) Section 25D(3)—delete "justice" and substitute:

magistrate

(3) Section 25D(4)—delete subsection (4)

11—Amendment of section 26—Council responsibility for management of dogs and cats

Section 26(6)(b)(i)—delete "or businesses"

12—Substitution of section 26A

Section 26A—delete section 26 and substitute:

26A—Plans of management relating to dogs and cats

(1) Each council must, in accordance with any requirements set out in the regulations and any relevant guidelines issued by the Board, prepare a plan relating to the management of dogs and cats within its area (which may be combined with another plan prepared by the council under this or any other Act).

(2) A council must, on preparing or amending a plan of a management, in a manner and form determined by the Board, notify the Board of that fact.

13—Amendment of section 31—Offence to hinder etc authorised person

Section 31(2)—delete subsection (2)

14—Amendment of section 34—Registration procedure for individual dogs

Section 34(3)—delete subsection (3)

15—Repeal of section 35

Section 35—delete section 35

16—Amendment of section 37—Notifications to ensure accuracy of registers

Section 37(2)—delete subsection (2)

17—Repeal of section 38

Section 38—delete section 38

18—Amendment of section 42E—Certain dogs and cats to be desexed

Section 42E(3)(b)—delete "a person registered as a breeder" and substitute:

the holder of a breeder's licence

19—Amendment of section 43—Dogs not to be allowed to wander at large

(1) Section 43(1), penalty provision—delete the penalty provision and substitute:

Maximum penalty:

(a) if the dog is a dangerous dog or a dog of a prescribed breed—$10 000;

(b) in any other case—$5 000.

(2) Section 43(1), expiation fee provision, (a)—delete "$750" and substitute:

$1 000

(3) Section 43(1), expiation fee provision, (b)—delete "$210" and substitute:

$315

20—Amendment of section 44—Dogs not to be allowed to attack etc

(1) Section 44(1), penalty provision—delete "$10 000" and substitute:

$50 000

(2) Section 44(2), penalty provision—delete the penalty provision and substitute:

Maximum penalty:

(a) if the offence results in the death of, or serious injury to, a person, animal or bird—

(a) if the dog is a dangerous dog or a dog of a prescribed breed—$50 000;

(b) in any other case—$25 000.

(b) in any other case—

(a) if the dog is a dangerous dog or a dog of a prescribed breed—$25 000;

(b) in any other case—$10 000.

(3) Section 44(2), expiation fee provision—delete expiation fee provision and substitute:

Expiation fee:

(a) if the offence results in the death of, or serious injury to, a person, animal or bird—

(a) if the dog is a dangerous dog or a dog of a prescribed breed—$1 500;

(b) in any other case—$1 000.

(b) in any other case—

(a) if the dog is a dangerous dog or a dog of a prescribed breed—$1 000;

(b) in any other case—$500.

(4) Section 44(3)—delete "this section" first occurring and substitute:

subsection (1)

(5) Section 44(3)—delete "this section" second occurring and substitute:

that subsection

21—Amendment of section 45A—Miscellaneous duties relating to dogs

(1) Section 45A(1), penalty provision, (a)—delete "$5 000" and substitute:

$10 000

(2) Section 45A(1), penalty provision, (b)—delete "$2 500" and substitute:

$5 000

(3) Section 45A(1), expiation fee provision, (a)—delete "$750" and substitute:

$1 000

(4) Section 45A(1), expiation fee provision, (b)—delete "$315" and substitute:

$750

(5) Section 45A(3)—delete "registered veterinary surgeon" and substitute:

veterinarian

(6) Section 45A—after subsection (6) insert:

(7) A person who owns or is responsible for the control of a dog (not being an accredited assistance dog) is guilty of an offence if—

(a) the dog defecates in a private place; and

(b) unless the owner or occupier of the private place allows otherwise, the person responsible for the control of the dog does not immediately remove the faeces and dispose of them in a lawful and suitable manner.

Maximum penalty: $1 250.

Expiation fee: $210.

22—Amendment of section 45B—Dogs of prescribed breed

(1) Section 45B(1), penalty provision—delete "$5 000" and substitute:

$7 500

(2) Section 45B(4)—delete subsection (4)

23—Amendment of section 45C—Greyhounds

(1) Section 45C(1)—delete subsection (1) and substitute:

(1) A person who owns or is responsible for the control of a greyhound (not being a racing greyhound) must ensure that, at any time the greyhound is not confined in premises of which that person is the occupier, the greyhound is under the effective control of a person by means of physical restraint.

Maximum penalty: $5 000.

Expiation fee: $315.

(1a) A person who owns or is responsible for the control of a racing greyhound must ensure that, at any time the racing greyhound is not confined in premises of which that person is the occupier—

(a) the greyhound has a muzzle securely fixed on its mouth capable of preventing it from biting any person or animal; and

(b) the greyhound is under the effective control of a person by means of physical restraint.

Maximum penalty: $5 000.

Expiation fee: $315.

(2) Section 45C(2)—delete "Subsection (1) does" and substitute:

Subsections (1) and (1a) do

(3) Section 45C(2)—after paragraph (b) insert:

or

(c) is on premises with the consent of the owner or occupier of the premises.

(4) Section 45C—after subsection (2) insert:

(3) In this section—

racing greyhound means a greyhound currently registered as a racing greyhound with Greyhound Racing SA, or a corresponding body in another jurisdiction.

24—Amendment of section 45D—Attack trained dogs, guard dogs and patrol dogs

Section 45D(1), penalty provision—delete "$5 000" and substitute:

$7 500

25—Amendment of section 50—Destruction and control orders

(1) Section 50(1)—after paragraph (e) insert:

(f) a Control (Wandering Dog) Order.

(2) Section 50—after subsection (6) insert:

(6a) A Control (Wandering Dog) Order requires—

(a) all reasonable steps to be taken to prevent the dog escaping from premises of which the person who is responsible for the control of the dog is the occupier; and

(b) the dog or the person or both to undertake such approved training courses as may be specified in the order.

26—Amendment of section 51—Grounds on which orders may be made

Section 51—after paragraph (e) insert:

or

(f) in the case of a Control (Wandering Dog) Order—

(i) the dog is persistently wandering at large; or

(ii) the dog is subject to an order made under a law of another jurisdiction that corresponds with a Control (Wandering Dog) Order.

27—Amendment of section 55—Contravention of order

Section 55(1), penalty provision, (c)—after "Order" insert:

or Control (Wandering Dog) Order

28—Amendment of section 56—Notification to council

(1) Section 56(1), penalty provision, (a)—delete "$2 500" and substitute:

$5 000

(2) Section 56(1), penalty provision, (b)—delete "$1 250" and substitute:

$2 500

(3) Section 56(1), expiation fee provision, (a)—delete "$315" and substitute:

$500

(4) Section 56(1), expiation fee provision, (a)—delete "$210" and substitute:

$315

29—Amendment of section 57—Notification of order to proposed new owner of dog

(1) Section 56(1), penalty provision—delete "$1 250" and substitute:

$5 000

(2) Section 56(1), expiation fee provision—delete "$210" and substitute:

$500

30—Amendment of section 59B—Contravention of Prohibition Order

Section 56(1), penalty provision—delete "$5 000" and substitute:

$10 000

31—Insertion of Part 5 Division 4

After section 59B insert:

Division 4—Recognition of interstate orders

59C—Recognition of certain interstate orders

(1) The Minister may, on the application of the Board or a council, or on the Minister's own initiative, recognise a prescribed interstate order.

(2) The Minister recognises a prescribed interstate order by registering the order in accordance with any requirements set out in the regulations.

(3) As soon as possible after registering a prescribed interstate order, the Minister must ensure that a notice is served on the person who is the subject of the order either personally or by registered post at the last known address of that person.

(4) The notice must inform the person—

(a) that the relevant prescribed interstate order has been registered under this section; and

(b) that the registration of the order does not take effect until 14 days after the notice is served on the person; and

(c) that from the time the registration takes effect, a contravention of the order in South Australia is an offence.

(5) The registration of a prescribed interstate order under this section takes effect 14 days after notice is served in accordance with subsection (4) on the person who is the subject of the order.

(6) A person who is the subject of a prescribed interstate order registered under this section must comply with the order.

Maximum penalty: $10 000.

Expiation fee: $750.

(7) Subsection (6) applies even if the order is varied after it is registered.

(8) However, if a prescribed interstate order is varied after it is registered to create a new obligation on the person to whom the order relates, proceedings against the person in respect of a contravention of that obligation must not be started unless the person had notice of the obligation before the contravention occurred.

(9) In proceedings for an alleged offence against subsection (6)—

(a) production of a certificate apparently signed by the Minister stating that a prescribed interstate order was registered on a specified date is proof in the absence of proof to the contrary of the registration under this section of the order; and

(b) production of a certificate apparently signed by the Minister setting out the terms of a prescribed interstate order at a particular date is proof in the absence of proof to the contrary of the terms of the order on that date.

(10) In this section—

corresponding law means a provision of a law of another State or Territory prescribed by the regulations as a corresponding law for the purposes of this section;

prescribed interstate order means a court order made under a corresponding law corresponding to—

(a) a Destruction Order;

(b) a Control (Dangerous Dog) Order;

(c) a Control (Menacing Dog) Order;

(d) a Prohibition Order;

(e) any other order, or order of a class, prescribed by the regulations;

register means a register kept for the purposes of this section.

32—Amendment of section 60—Power to seize and detain dogs

Section 60(1)—after paragraph (f) insert:

(g) if requested to do so by a member of an emergency service;

(h) in any other circumstances prescribed by the regulations.

33—Amendment of section 61—Procedure following seizure of dog

(1) Section 61(2)(a)—delete paragraph (a) and substitute:

(a) either—

(i) cause a notice to be displayed at the office of the council for the area in which the dog was seized (or if the dog was seized outside municipal and district council areas, at the police station nearest to where the dog was seized) containing—

(A) a general description of the dog; and

(B) the day and time it was seized; and

(C) contact details of a person or body to whom further enquiries can be made; or

(ii) cause such a notice to be published on the official website of the council for the area in which the dog was seized (or if the dog was seized outside municipal and district council areas, on the official website of SA Police).

(2) Section 61—after subsection (6) insert:

(7) Nothing in this section prevents a person from taking a seized or detained dog that is sick, injured or distressed to a veterinarian for assessment and treatment.

34—Amendment of section 62—Destruction or disposal of seized dog

(1) Section 62(3)(b)(i)—delete "registered veterinary surgeon" and substitute:

veterinarian

(2) Section 62(3)(b)(ii)—delete "registered veterinary surgeon" and substitute:

veterinarian

35—Amendment of section 63—Power to destroy cats

Section 63(1)(d)(iv)—delete "registered veterinary surgeon" and substitute:

veterinarian

36—Amendment of section 64—Power to seize and detain cats

Section 64(2)(a)—delete "registered veterinary surgeon" and substitute:

veterinarian

37—Amendment of section 64D—Notification to owner of dog or cat destroyed etc under Part

Section 64D(3), definition of ***prescribed person***, paragraphs (f)—delete "registered veterinary surgeon" and substitute:

veterinarian

38—Substitution of Part 7

Part 7—delete Part 7 and substitute:

Part 7—Breeder's licences

Division 1—Preliminary

68—Meaning of *to breed* and *bred*

(1) For the purposes of this Act, the owner of a dog or cat will be taken to have bred any puppy or kitten (as the case requires) sired or birthed by the dog or cat.

(2) For the purposes of this Act, a person will be taken to breed, or have bred, a dog or cat if the person does any of the following:

(a) causes or allows (whether by act or omission) 1 or more dogs or cats owned by the person, or for the control of which the person is responsible, to mate;

(b) provides a dog or cat owned by the person, or for the control of which the person is responsible, to another person for the purpose of mating the dog or cat with another;

(c) artificially inseminates a dog or cat, or causes a dog or cat owned by the person, or for the control of which the person is responsible, to be artificially inseminated;

(d) provides semen or ova from a dog or cat owned by the person, or for the control of which the person is responsible to another person;

(e) any other act or omission of a kind prescribed by the regulations.

(3) To avoid doubt, each person who does an act or omission referred to in subsection (2) in relation to the breeding of a dog or cat will, for the purposes of this Act, be taken to have bred the dog or cat.

(4) However, subsection (2) does not apply in relation to—

(a) an act or omission referred to in that subsection that is done interstate or overseas; or

(b) an act or omission of a veterinarian acting in the ordinary course of their business in relation to a dog or cat that is not owned by the veterinarian, or for the control of which the veterinarian is responsible; or

(c) any other act or omission of a kind prescribed by the regulations.

69—Board may publish or adopt standards and guidelines

(1) The Board may, by notice in the Gazette, publish or adopt standards and guidelines for the purposes of this Part.

(2) The Board must cause a copy of any standards and guidelines, as in force from time to time, to be published on a website determined by the Board.

Division 2—Licensing of breeders of dogs and cats

70—Offence to breed dogs or cats unless licensed

A person must not breed a dog or cat unless the person is the holder of a breeder's licence that authorises the person to breed dogs or cats (as the case requires).

Maximum penalty: $10 000.

Expiation fee: $750.

71—Application for licence

(1) An individual may apply to the Board for a licence (a ***breeder's licence***) which authorises them to breed dogs or cats (or both).

(2) An application for a breeder's licence must—

(a) be made in a manner and form determined by the Board; and

(b) be accompanied by the prescribed fee; and

(c) contain such information and be accompanied by such records as the Board may require to determine the application.

(3) The Board must not grant a licence to an applicant, or renew a licence on application by a licence holder, unless the Board is satisfied that—

(a) the applicant is not prevented from holding a licence, or being registered, to breed dogs or cats under a corresponding law; and

(b) neither the applicant, nor a current spouse or domestic partner of the applicant, has been found guilty of a prescribed offence within the 5 years immediately preceding the application; and

(c) the applicant complies with any other requirements prescribed by the regulations.

(4) Without limiting subsection (3), the Board may refuse to grant an application for any reason the Board thinks fit (including, to avoid doubt, that the Board does not consider the applicant to be a suitable person to breed dogs or cats (as the case requires).

(5) After determining an application under this section, the Board must—

(a) notify the applicant in writing of the Board's decision; and

(b) if the Board refuses to grant the application, provide reasons for the decision.

(6) A breeder's licence is not transferrable.

(7) In this section—

domestic partner means a person who is a domestic partner within the meaning of the *Family Relationships Act 1975*, whether declared as such under that Act or not;

spouse—a person is the spouse of another if they are legally married.

71A—Terms and conditions of licence

(1) Subject to this Act, a breeder's licence has effect for a period of 3 years from the day on which it is granted, or such shorter period as may be specified in the licence.

(2) The Board must impose the following conditions on each breeder's licence:

(a) a condition requiring the holder of the breeder's licence to comply with any relevant standards or guidelines published or adopted under this Part;

(b) a condition setting out the number of fertile female dogs or cats that may be owned, or under the control of, the holder of the breeder's licence;

(c) a condition setting out the number of litters that may be bred by the holder of the breeder's licence (whether from a particular female dog or cat, during a particular period, or otherwise);

and may impose such other conditions on a breeder's licence as the Board considers appropriate.

(3) A holder of a breeder's licence must not, without reasonable excuse, contravene a condition of the breeder's licence.

Maximum penalty: $10 000.

Expiation fee: $750.

(4) The Board may vary or revoke a condition imposed on a breeder's licence on the application of the holder of the breeder's licence or on the Board's own initiative.

71B—Reporting obligations

(1) The holder of a breeder's licence must notify the Board if any of the following occurs:

(a) a litter is born to a female dog or cat owned by the licence holder, or for the control of which the licence holder is responsible;

(b) a fertile female dog or cat owned by the licence holder, or for the control of which the licence holder is responsible, dies, is desexed, or otherwise ceases to be a part of the licence holder's breeding program;

(c) any other event prescribed by the regulations.

(2) A notice under subsection (1)—

(a) must be given in a manner and form, and within the period, determined by the Board; and

(b) must contain such information as may be required by the regulations or the Board.

(3) The holder of a breeder's licence must not refuse or fail to comply with subsection (1).

Maximum penalty: $10 000.

Expiation fee: $750.

71C—Renewal of breeders licence

(1) The holder of a breeder's licence may apply to the Board for the renewal of the licence.

(2) A renewal application—

(a) must, unless the Board allows otherwise, be made to the Board at least 3 months before the licence is due to expire; and

(b) be made in a manner and form determined by the Board; and

(c) be accompanied by the prescribed fee; and

(d) must contain such information and be accompanied by such records as the Board may require to determine the application.

71D—Suspension or cancellation of breeder's licence

(1) The Board may, by notice in writing to the holder of a breeder's licence, suspend or cancel the breeder's licence—

(a) if the licence holder requests suspension or cancellation; or

(b) if the Board is satisfied that the licence holder has contravened this Act or a condition of the licence; or

(c) if the Board is satisfied that—

(i) the licence holder is prevented (however described) from holding a licence, or being registered, to breed dogs or cats under a corresponding law; or

(ii) the licence holder is found guilty of a prescribed offence; or

(d) if the Board is satisfied that the licence holder is not, or is no longer, a suitable person to breed dogs or cats (as the case requires); or

(e) in any other circumstances prescribed by the regulations.

(2) Before suspending or cancelling a licence under subsection (1), the Board must—

(a) notify the licence holder that the licence holder may, within 30 days before the licence is to be suspended or cancelled, show cause why the licence should not be suspended or cancelled; and

(b) consider any submission under paragraph (a).

(3) The suspension or cancellation of a licence takes effect from the day specified in the notice, or in the case of a suspension, for the period specified in the notice.

(4) On cancelling a person's breeder's licence, the Board may, by notice in writing, disqualify the person from holding or obtaining a breeder's licence for a specified period (not exceeding 5 years).

71E—Dealing with dogs and cats where breeder's licence suspended or cancelled

Subject to this section, any dog or cat owned by the holder of a breeder's licence that is suspended or cancelled is to be dealt with in accordance with the scheme set out in the regulations (which may, without limiting the generality of this subsection, provide that the Board, a council or an authorised person may give directions to as to how such dogs or cats are to be dealt with, and provide for the recovery of any costs associated with dealing with such dogs and cats from the licence holder).

71F—Register of licensed breeders

(1) The Board must keep and maintain a register (which may be incorporated into another register kept under this Act) for the purposes of this Part.

(2) The register must contain—

(a) a record of each person licensed as a breeder under this Part (whether or not the licence is currently in force); and

(b) a record of each person whose breeder's licence has been suspended or cancelled under this Act; and

(c) a record of each person removed from the register under this Act or any reason,

and may contain any other records or information as the Board thinks appropriate.

Part 7AA—Sale of dogs and cats

Division 1—Sale etc of dogs and cats

71G—Offence to sell etc dogs of prescribed breed

(1) A person who sells or gives away, or advertises for sale or to give away, a dog of a prescribed breed is guilty of an offence.

Maximum penalty: $5 000.

(2) Subsection (1) does not apply to the surrender of a dog of a prescribed breed to—

(a) the Royal Society for the Prevention of Cruelty to Animals (South Australia) Incorporated;

(b) the Animal Welfare League of South Australia, Incorporated;

(c) any other body or person specified by the regulations,

or a facility operated by or on behalf of those bodies or persons.

(3) In proceedings for an offence against subsection (1), it is a defence for the defendant to prove that they did not know, and could not reasonably have been expected to have known, that the dog to which the offence relates was a dog of a prescribed breed.

71H—Offences relating to sale of certain dogs and cats

(1) A person must not sell a dog or cat unless the dog or cat has been microchipped in accordance with any requirement set out in the regulations.

Maximum penalty: $5 000.

Expiation fee: $315.

(2) A person must not sell a dog or cat unless the dog or cat has been desexed in accordance with any requirement set out in the regulations.

Maximum penalty: $5 000.

Expiation fee: $315.

(3) Subsections (1) and (2) apply—

(a) whether or not the dog or cat is required to be microchipped or desexed or both under section 42A or 42E; and

(b) whether or not the person is the breeder of the dog or cat.

(4) However, subsection (2) does not apply in relation to working livestock dogs.

(5) This section does not apply to a sale of a dog or cat occurring in circumstances prescribed by the regulations for the purposes of this section.

(6) Nothing in this section limits section 71G.

71I—Certain information to be given to buyers

(1) A person who sells a dog or cat must give to the new owner a written notice setting out—

(a) the information required by the regulations relating to the identity of the seller of the dog or cat; and

(b) the information required by the regulations relating to the identity of the breeder or breeders of the dog or cat; and

(c) the information required by the regulations relating to vaccinations and other treatments given to the dog or cat; and

(d) the information required by the regulations relating to the dog's or cat's microchip; and

(e) any other information required by the regulations in respect of a sale of the relevant kind.

Maximum penalty: $5 000.

Expiation fee: $315.

(2) A person who publishes an advertisement in relation to the sale of a dog or cat must ensure that the advertisement contains—

(a) the information required by the regulations relating to the identity of the seller of the dog or cat; and

(b) the information required by the regulations relating to the identity of the breeder or breeders of the dog or cat; and

(c) the information required by the regulations relating to vaccinations and other treatments given to the dog or cat; and

(d) the information required by the regulations relating to the dog's or cat's microchip; and

(e) any other information required by the regulations in respect of an advertisement of the relevant kind.

Maximum penalty: $5 000.

Expiation fee: $315.

(3) This section does not apply in relation to a sale of a dog or cat, or an advertisement, of a kind prescribed by the regulations for the purposes of this section.

(4) In proceedings for an offence against subsection (1) or (2), it is a defence for the defendant to prove that they did not know, and could not reasonably have been expected to have known, the information to which the alleged offence relates.

39—Amendment of section 72—Review of certain decisions by South Australian Civil and Administrative Tribunal

Section 72(4), definition of ***reviewable decision***—after paragraph (b) insert:

(ba) a determination of the Board to refuse an application under Part 7 Division 2;

40—Insertion of section 73

Before section 80A insert:

73—Sharing of information between Board and councils etc

(1) This section applies to the following persons and bodies:

(a) the Board;

(b) a council;

(c) an authorised person;

(d) the Department;

(e) a person or body to whom functions related to the administration, operation or enforcement of the *Animal Welfare Act 1985* are delegated;

(f) any other person or body, or person or body of a class, prescribed by the regulations.

(2) Despite any other Act or law, a person or body to whom this section applies (the ***provider***) may, in accordance with any requirements set out in the regulations, provide information and documents to another person or body to whom this section applies (the ***recipient***) if the provider reasonably believes that the provision of the information or documents would assist the recipient—

(a) to perform functions under this Act; or

(b) to manage any risk of harm to a dog or cat, or to dogs and cats generally (whether in this State or in another jurisdiction).

(3) Despite any other Act or law, information or documents that do not directly or indirectly disclose the identity of any person may be provided by one person or body to whom this section applies to another without restriction.

(4) Information or documents may be provided under this section whether or not the provider has been requested to provide the information or documents.

(5) In this section—

Department means the administrative unit of the Public Service that is responsible for assisting a Minister in the administration of this Act.

41—Amendment of section 83—No liability for action taken under Act

Section 83—after its present contents (now to be designated as subsection (1)) insert:

(2) Without limiting a provision of the *Animal Welfare Act 1985*, for the purposes of this section, a reference to action taken lawfully under this Act includes, in the case of the operation of Part 5A, a reference to any injury or harm caused to a dog or cat in good faith and without negligence in the course of taking action under that Part.

42—Repeal of section 87

Section 87—delete section 87

43—Substitution of section 88

Section 88—delete section 88 and substitute:

88—Evidentiary provision

In proceedings for an offence against this Act, an allegation in the information that—

(a) at a specified time a specified person owned or was responsible for the control of a specified dog or cat; or

(b) a specified dog was a dog a prescribed breed; or

(c) a specified dog or cat was, or was not, at a specified time registered under this Act; or

(d) a specified dog or cat was, or was not, at a specified time less than a specified age; or

(e) a specified dog or cat was, or was not, at a specified time desexed; or

(f) a specified dog or cat was, or was not, at a specified time microchipped; or

(g) a specified person was, or was not, at a specified time the holder of a breeder's licence breeder under Part 7; or

(h) that a specified person was at a specified time an authorised person,

will be accepted as proved in the absence of evidence to the contrary.

44—Substitution of section 90A

Section 90A—delete the section and substitute:

90A—Review of Act

(1) The Minister must cause a review of the operation of this Act (as amended by the *Dog and Cat Management (Miscellaneous) Amendment Act 2024*) to be conducted within 6 months after the third anniversary of the commencement of this section.

(2) The Minister must cause a report of the review under subsection (1) to be prepared and must, within 6 sitting days after receiving a report, cause a copy of the report to be laid before both Houses of Parliament.

45—Amendment of section 91—Regulations

(1) Heading to section 91—after "Regulations" insert":

and fee notices

(2) Section 91(3)—after paragraph (c) insert:

(d) make provisions of a saving or transitional nature consequent on the amendment of this Act or on the making of regulations under this Act.

(3) Section 91—after subsection (3) insert:

(3a) The Board and each council may prescribe fees for the purposes of this Act by fee notice under the *Legislation (Fees) Act 2019*.

Schedule 1—Related amendments and transitional etc provisions

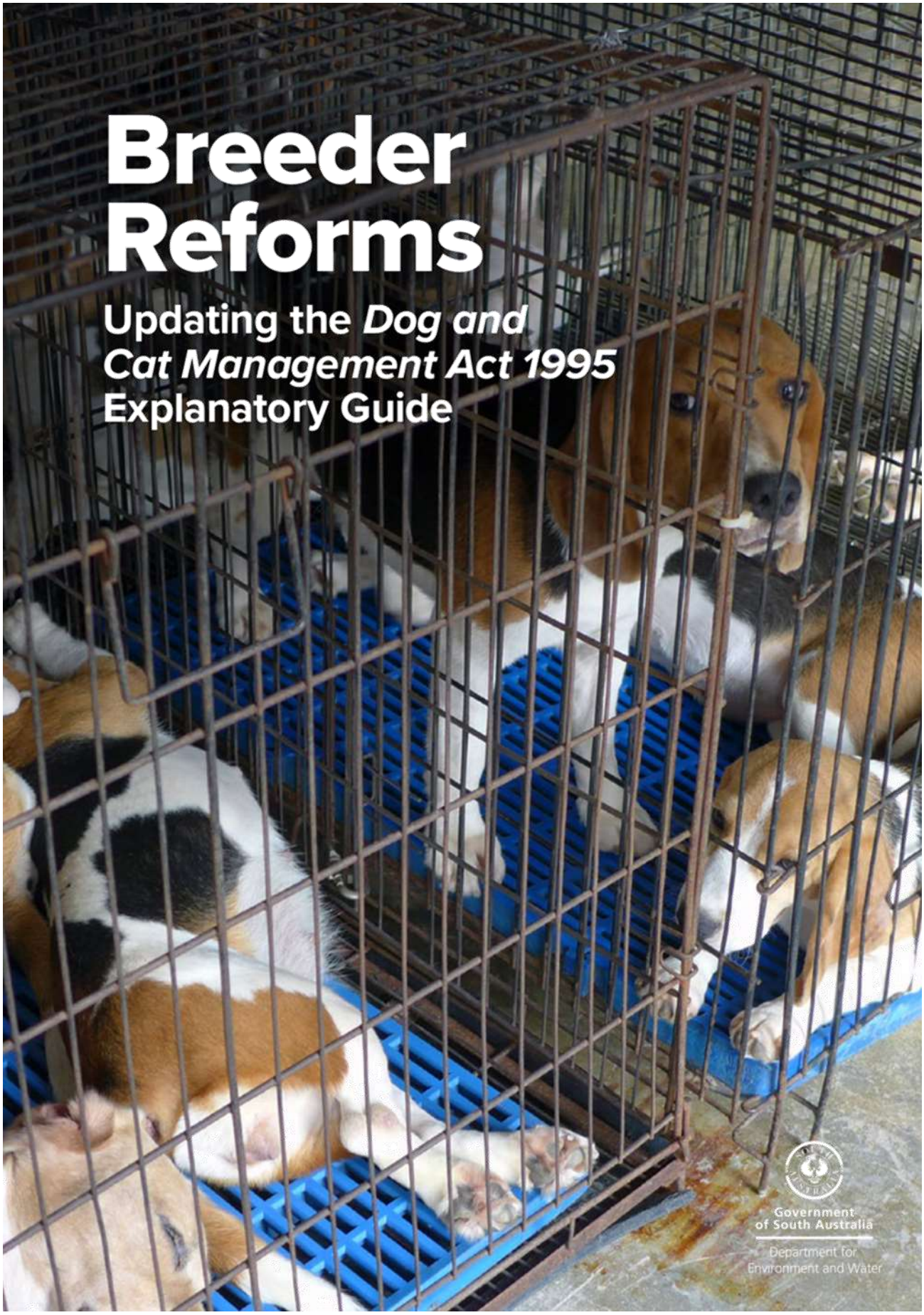
Part 1—Amendment of *Criminal Law Consolidation Act 1935*

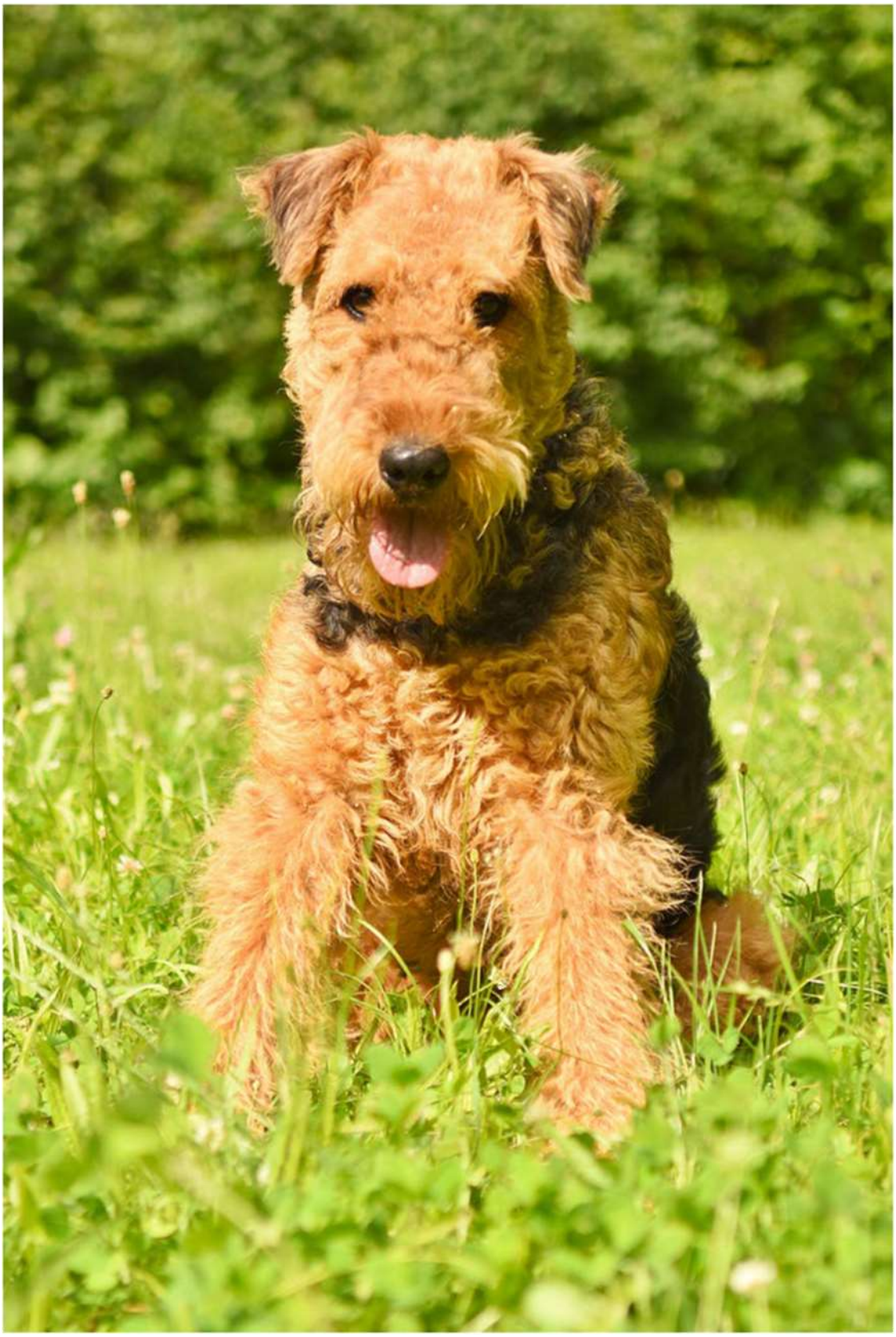
1—Amendment of section 20AA—Causing harm to, or assaulting, certain emergency workers etc

Section 20AA(9), definition of ***prescribed emergency worker***—after paragraph (k) insert:

(ka) an authorised person within the meaning of the *Dog and Cat Management Act 1995*, or a person assisting an authorised person in the exercise of powers under that Act;

Part 2—Transitional provisions


Breeder Reforms
Updating the Dog and Cat Management Act 1995 Explanatory Guide
Government of South Australia
Department for Environment and Water



Introduction

We are inviting South Australians to have their say on proposed changes to dog and cat management laws in our state.

The Act

The *Dog and Cat Management Act 1995* (the Act) is South Australia's legal framework for managing dogs and cats in South Australia. The Act outlines the responsibilities of dog and cat owners as well as breeders who have legal obligations relating to breeding and selling dogs and cats. The Act is administered in partnership with local government.

The Dog and Cat Management Board (the Board) undertook a review of the Act in 2022, which assessed the impact of the 2018 Act changes (mandatory desexing, microchipping and breeder registration), analysed the reforms needed to outlaw puppy factories, and identified a number of other changes which would improve administration of the Act.

The Board has also undertaken consultation with local government, welfare and breeding sectors about priority reforms for the dog and cat management sector.

Banning puppy factories – the need for change

The South Australian Government has made a commitment to ban puppy factories, the cruel practice of breeding dogs to sell the puppies while keeping the mothers in cramped conditions. Dog and cat owners in South Australia deserve to know that when you get a new dog for the family, it has come from a healthy and cared for mother.

Stronger penalties for dog attacks

Dog bites are a serious public health and safety issue. Too many attacks occur in the community and this cannot be tolerated. The Act has offences for dog attacks and harassment, however, fines and penalties need to be reviewed and increased to act as a stronger deterrent for irresponsible owners.

The draft Bill

A Bill is a formal proposal for creating new laws or changing existing laws. Laws come into effect after a Bill (proposal) is passed in the same form by both houses of Parliament. The draft Bill, available on YourSAy, has all the detail and we've endeavoured to summarise the proposed changes in this document.

Explanatory guide

This explanatory guide outlines the proposed changes in the draft Bill in simple terms. The purpose of this document is to make it quicker and easier for you to understand the proposed changes and provide feedback as part of the community consultation process.

Have YourSAy

We want to know if you think these changes to ban puppy factories, increase penalties for dog attacks, and improve the operation of the Act are appropriate.

Your feedback will help us understand the collective community views regarding dog and cat management expectations.

After reading about the proposed changes, you may wish to respond to the online questionnaire via YourSAy.

Industry associations, government and non-government organisations have been invited to respond independently.

Banning puppy factories

Better regulation is required to eradicate puppy factories and ensure these cruel practices are illegal in South Australia.

Current situation

Dog and cat breeders must be registered on Dogs and Cats Online (DACO) and meet certain requirements to breed and sell animals. Breeders must also comply with the *Animal Welfare Act 1985* and the South Australian *Standards and Guidelines for Breeding and Trading Companion Animals 2017*.

The government is committed to banning puppy factories, and ensuring South Australia's rules governing dog and cat breeding are at least as strict as any other jurisdiction in the nation.

In 2022, the government introduced an immediate cap of fertile breeding females (50) which could be kept on a premises, or by one owner. Equal to the strictest in the nation, this removes the incentive for unscrupulous breeders to move from states with stricter laws to establish puppy factories in South Australia.

A review of legislation and approaches across Australia was undertaken to inform changes proposed in the draft Bill and support quality breeding practices.

Proposed amendments

Dog and cat breeding laws must be changed to meet community expectations. Breeders must provide appropriate care and respect for the animals they breed and produce. Puppies and kittens must not be bred from an animal that has been inadequately housed or cared for or bred from too many times.

The Bill proposes to introduce a robust licensing scheme where all breeders will be assessed against set criteria in order to obtain a breeder's licence. Breeders will need to demonstrate that they have appropriate knowledge, facilities and management plans in place to properly care for and breed animals. This means that larger breeders will need to do much more, to gain a licence.

The amendments will also include robust monitoring and enforcement, with new penalties for failing to comply with breeding laws. These changes will act to eliminate puppy factories and create greater confidence in South Australia's breeding sector.





Breeder licensing

The draft Bill proposes to introduce a new breeder licensing scheme based on best practice elements.

Preliminary

Section 68—Meaning to breed and bred
This section sets out definitions of breeding for context and clarity. These definitions reflect different ownership models and circumstances where breeders may arrange a breeding match between two differently owned animals. However, these models should not allow a person to avoid breeder regulation. Vets caring for or assisting animals in breeding processes are not required to obtain a breeder's licence.

Section 69—Board may publish or adopt standards and guidelines
This section sets out the Board's responsibility to publish or adopt standards and guidelines to set minimum requirements for dog and cat breeding.

The South Australian *Standards and Guidelines for Breeding and Trading Companion Animals 2017* are currently in review. Similar approaches in other states and territories are being considered. This will inform the changes required to provide the high standard of welfare in line with public expectations. The review is being conducted alongside the amendments to ensure changes are aligned with new requirements and best practice.

Licensing of breeders of dogs and cats

Section 70—Offence to breed dogs or cats unless licensed
This section introduces an offence and penalty for breeding dogs or cats without a licence. If an individual breeds dogs or cats without a licence or attempts to avoid the requirements, they will be operating illegally and penalties may apply.

Section 71—Application for licence
This section sets out the process and requirements for applying for a breeder licence. The Board will determine the information requirements, develop the application form, and set licence fees. Individuals will need to provide information specified by the Board or set by regulations to obtain a breeder's licence. This includes information about their breeding property, facilities, animal management and breeding experience, and plans outlining how animals will be cared for, socialised, exercised and bred from.

All breeders, even those with one animal, will need to apply for a licence. Even animals in smaller breeding operations can be harmed by inappropriate practices and overbreeding. When setting application requirements, the Board will consider smaller operations with 5 or less fertile females as well as larger breeders. The process will balance appropriateness of ad-hoc and smaller hobby breeding operations whilst ensuring more stringent requirements for large or commercial breeders.

Breeders who have been banned from holding a breeder's licence in another state or territory, or convicted of specific offences (including animal welfare offences) will be ineligible for holding a breeder's licence.

Breeder licencing fees will fund breeder licensing administration, auditing and enforcement. Working together, the Board and councils will ensure breeders comply with local by-laws, such as land use and limits on number of animals kept at a property. Animal welfare laws remain governed by the *Animal Welfare Act 1985*.

Section 71A—Terms and conditions of licence
In granting a licence, the Board will specify terms and conditions that the breeder must comply with. It will be an offence to breach licence conditions, and depending on the nature of the offence, licences can be revoked. Alternative arrangements may be made for breeding animals and penalties may apply (see 71E).

The following mandatory terms and conditions are included in the draft Bill:

- A requirement to comply with the *Standards and Guidelines*
- A limit on the number of fertile females owned by the breeder. This limit will be set based on the information provided as part of the application, such as facilities and care arrangements a breeder has in place.
- A limit on the number of litters from any one animal to prevent overbreeding from an individual animal.

Licences will be valid for a maximum of three years. The Board may impose other conditions, and vary conditions if required.

Section 71B—Reporting obligations
Licensed breeders will be required to report:

- Every litter, including details of the mother.
- Changes to animals in a breeding program, such as a fertile female dog or cat is desexed, sold, removed from the breeding program, or dies.
- Other matters required by regulations.

Failure to fulfil reporting obligations is an offence and penalties may apply.

Section 71C—Renewal of breeders licence
Licensed breeders must apply to renew their breeders licence. The Board will establish a process to facilitate this.

Section 71D—Suspension or cancellation of breeder's licence
This is an important enforcement mechanism, allowing a breeder's licence to be suspended or cancelled if a breeder no longer meets the licence requirements, or breaches the terms and conditions. Breeders may also be disqualified from breeding for up to 5 years.

While most breeders provide good care to their animals, poorly performing or recalcitrant breeders must not be able to operate. Where the behaviour is a serious offence under the *Animal Welfare Act* a breeder may also be liable for prosecution.

Section 71E—Dealing with dogs and cats where breeder's licence suspended or cancelled
This section is to ensure animals are dealt with safely and humanely in circumstances where enforcement is required.

Section 71F—Register of licensed breeders
This section supports the existing public register of breeders so purchasers of puppies and kittens can check breeders are appropriately licensed.

Sale of dogs and cats

Sales requirements are also updated to reflect the new licensing model.

Section 71G—Offence to sell etc dogs of prescribed breed
This section reflects the current offence to sell or give away dogs of a prescribed breed.

Section 71H—Offences relating to sale of certain dogs and cats
This section reflects the current requirements for dogs and cats to be microchipped, and if required desexed, before sale.

Section 71I—Certain information to be given to buyers
This section reflects the current requirements for specific information which must appear in advertisements and given to buyers as part of sale.

What do you think?

- *Do you think the changes proposed in the draft Bill requiring people to obtain a conditional licence to breed dogs and cats are appropriate?*
- *Do you think the application assessment elements are appropriate?*
- *Do you think the terms and conditions of the licence are appropriate?*

Dog attacks

Stronger penalties are needed for serious dog attacks. Irresponsible owners must be held accountable for their dogs and ensure they are not a public safety risk.

Current situation

Dog attacks are a serious safety risk and can cause significant distress to owners, animals and the community. Unfortunately, the numbers of attacks have been increasing over the past decade or more. Stronger penalties are needed to respond to irresponsible and unsafe behaviour.

In 2023, the government launched the Good Dogs have Bad Days campaign to increase awareness of the risk of dog attacks in the community. It is important we all understand that any dog can bite if feeling threatened, protecting territory, sick, frightened or provoked. Dog owners must keep their dogs properly contained, and on a leash or under effective control.

Under the Act, it is an offence for a dog to attack or harass another animal or person but the penalties are small. Local councils investigate and manage all dog attacks and have the power to issue a fine or prosecute owners. Councils may also impose control or destruction orders depending on the nature or severity of the attack.

Current penalties include:

- Where a person sets a dog to attack a person or another animal, the maximum penalty is $20 000 or imprisonment for 4 years, where the offence involves a dangerous dog. The maximum penalty is $10 000 or imprisonment for 2 years where the dog is not previously identified as dangerous.
- The maximum penalty for an owner of a dog that attacks, harasses or chases a person or animal is $2 500. This increases for the owner of a dangerous dog to $5 000 for a first offence and $10 000 for a subsequent offence.
- Similarly, for a dog wandering at large the maximum penalty is $2 500, with a penalty of $5 000 for a first offence involving a dangerous dog and $10 000 for a subsequent offence.

A dangerous dog is defined in the Act as a dog with a Dangerous Dog Control Order placed on it. Higher penalties also apply to offences by dogs of prescribed breeds – as set out in the Act.

New penalties

We are proposing significant updates to dog attack penalties and safety offences.

- Increase the maximum penalty where an owner sets their dog to attack another person or animal to $100 000 or imprisonment for 4 years (if a dangerous dog) or $50 000 or 2 years imprisonment otherwise. Further criminal law provisions may be applied if appropriate to these circumstances.
- Increase the maximum penalty for a dog attack by a dangerous dog causing serious injury to $50 000 and $25 000 for a dog not previously identified as dangerous.
- Increase the maximum penalty for a dog chasing, harassing or attacking and causing injury (other than a serious injury) to $25 000 if committed by a dangerous dog or $10 000 for a dog not previously identified as dangerous.
- Increase the current maximum penalty for the owner of a dog wandering at large (often a precursor to an attack occurring) to $5 000, or $10 000 where the dog is a dangerous dog.
- Substantially increase the expiation fees applying in these circumstances.

Further amendments are proposed to related offences and other duties relating to dogs, and in particular dangerous dogs as set out in the draft Bill.

What do you think?

Do you agree with the proposed increases to dog attack penalties?


Even good, well behaved dogs can have bad days and bite. Last year, over 500 South Australians were admitted to hospital for dog bites. Many could have been avoided.
Visit gooddogsbaddays.com.au to learn more about dog behaviour and let's bring this number down.
"Our pup wouldn't hurt a fly."
GoodDogs BadDays
Government of South Australia

Aid clarity, remove red tape and facilitate action

Current situation

During the 2022 Act review, local government, state government, and industry stakeholders highlighted a number of minor issues within the Act which either caused confusion, were no longer relevant, or were a barrier to action.

The following miscellaneous amendments reflected in the draft Bill are explained in simple terms below. The intent is to help councils manage dogs and cats and facilitate better services for owners and the community.

Themes

- *Governance*
- *Registration*
- *Specific dogs*
- *Orders and enforcement*
- *Operational matters*

Amendments proposed in the draft Bill

4—Interpretation
The Act sets out a number of terms and their interpretation. A number of definition changes are proposed to clarify ambiguity and to add new definitions as required.

(4—Interpretation) Attack trained dog
Amend the definition of an attack trained dog to accommodate the various types of attack training. The amendment will place additional obligations on the owners of these dogs.

12—Composition of the Board
Amend to reduce Board members from 9 to 7 which is the contemporary number for this type of Board.

20—Centralised registration and management system
Add new section that recognises the state-wide register (Dogs and Cats Online) which was introduced in 2018.

24—Annual report (of the Board) Amend the publishing date to 31 October to align with other reporting timeframes.

25—Dog and Cat Management Fund
Allows for the Dog and Cat Management Funds to be applied to facilities for the detention of dogs and cats.

26—Plans of management relating to dogs and cats
The proposed changes allow councils to incorporate their dog and cat management planning with other operational planning to simplify processes and improve clarity for the community.

34, 35 & 37—Registration procedure for business involving dogs
Is proposed to be removed given the introduction of mandatory microchipping and recording in Dogs and Cats Online. Every dog now has its own unique record so when dogs move around within the state, there is no need to re-register them. This change will require all dogs to be individually registered with a dog registration disc issued and the appropriate registration fee payable. Removing business registration also prevents unfair registration fee disparity for businesses registered in one council area, where dogs are kept in another council area.

38—Transfer ownership of a dog
Remove clause stating certificates and discs should be passed on from the current owner to the new owner. This is no longer necessary as the state-wide register (Dogs and Cats Online) allows for paperless transfers and paper registration certificates no longer exist.

45A—Miscellaneous duties relating to dogs
Add a new subclause penalty for dog owners who do not remove their dog's faeces from a *private* place.

45B—Dogs of prescribed breed
Remove subclause 4 which states it is an offence to sell or give away a prescribed breed, which is addressed via breeder licence offences.

45C—Greyhounds
Changes to remove the need for pet/retired racing greyhounds to wear a muzzle when in public, which is consistent with many other states. Greyhounds must still always be physically restrained off property and racing greyhounds must wear a muzzle and be restrained.

50 & 51—Destruction and control orders & Grounds on which orders may be made
Add subclauses introducing a new 'Wandering Dog' order to manage dogs which continually escape. The new order will stipulate reasonable steps be taken by the owner to prevent the dog escaping and attend training where appropriate. Section 4-Interpretation will also be updated to reflect the definition of orders.

59C—Recognition of certain interstate orders
Add a clause which allows the Minister (on application) to recognise specific interstate orders, such as a dangerous dog order, or a prohibition order. This amendment aims to manage the risk identified in another jurisdiction, without having to wait for an attack or incident to occur in South Australia.

60—Power to seize and detain dogs
Add a subclause to allow council officers to collect and detain animals in emergency situations. Emergency services, such as police and ambulance officers, seek council assistance when a person is no longer to provide care for an animal. These new subclauses are needed for councils to have a clear process for seizing and handling these animals.

61—Notice of seizure of dog
When dogs are seized, councils must return the dog to the owner, and display public notices with the dog's details in council offices or police stations if detained. This amendment contemporises the permissible actions by allowing councils to post these notices online to help owners find their missing animals.

72—Review of certain decisions by South Australian Civil and Administrative Tribunal
Amend to include decisions of the Board to refuse a breeder licence application.

73—Sharing of information between Board and councils etc
Amend to allow the authorities governing dog and cat management matters to share information, particularly in situations where there is a risk of harm to animals.

83—No liability for action taken under the Act
Clarifying liability protection for lawful actions under Part 5A-Destruction, seizure and detention of dogs and cats.

90A—Review of Act: Amend to have the Act reviewed again in 3 years.

91—Regulations: Amend to include fee notices, pursuant to the *Legislation (Fees) Act 2019*. This will allow regulation making powers for transitional provisions and support the new breeder licensing scheme being introduced.

Contemporising amendments
The following small changes are also proposed to bring the legislation up to date.

- Changing reference of 'justice' to 'magistrate'
- Changing reference of 'Veterinary surgeon' to 'veterinarian'
- Updated evidentiary provision
- Removing provision about service of documents as this is covered by *Legislation Interpretation Act 2021*
- Updating the offence of abusing an authorised person to the *Criminal Law Consolidation Act*.

What do you think?

Do you agree with these proposed amendments?

Have YourSAy

What do you think? Do you agree these changes will improve dog and cat management practices in South Australia? We have consulted widely to prepare these changes; now we want to know your thoughts.

Industry associations, government and non-government organisations have been invited to respond independently.

We will consider all feedback to finalise the draft Bill for Parliament to consider. A consultation report will be published on YourSAy. All respondents will be notified.

To have your say, complete the submission form at
yoursay.sa.gov.au/breeder-reforms

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Government of South Australia
Department for Environment and Water

19.4 THIRD QUARTER REPORT ON ANNUAL BUSINESS PLAN 2023/2024 ANNUAL OBJECTIVES – REPORT NO. AR24/33473

Committee:	**Council**
Meeting Date:	**18 June 2024**
Report No.:	**AR24/33473**
CM9 Reference:	**AF23/328**
Author:	**Julie Scoggins, Manager Financial Services**
Authoriser:	**Jane Fetherstonhaugh, General Manager Corporate and Regulatory Services**
Summary:	**Annual objectives were incorporated in the 2023-2024 Annual Business Plan - this report summarises progress made in the third quarter.**
Strategic Plan Reference:	**Goal 1: Our People** **Goal 2: Our Location** **Goal 3: Our Diverse Economy** **Goal 4: Our Climate, Natural Resources, Arts, Culture and Heritage** **Goal 5: Our Commitment**

REPORT RECOMMENDATION

1. That Council Report No. AR24/33473 titled ‘Third Quarter Report on Annual Business Plan 2023/2024 Annual Objectives’ as presented on 18 June 2024 be noted.

TYPE OF REPORT

Corporate

BACKGROUND

1. **Purpose** - The Annual Business Plan and Budget for 2023/2024 was adopted on 27 June 2023 and this report details progress against the annual objectives for the third quarter (January - March 2024). This will be brought to Council quarterly.

2. **Legislation** - Section 123 of the Local Government Act 1999 states the following:

   (2) Each annual business plan of a council must—

   (a) include a summary of the council's long-term objectives (as set out in its strategic management plans); and

   (b) *include an outline of—*

   (i) the council's objectives for the financial year; and

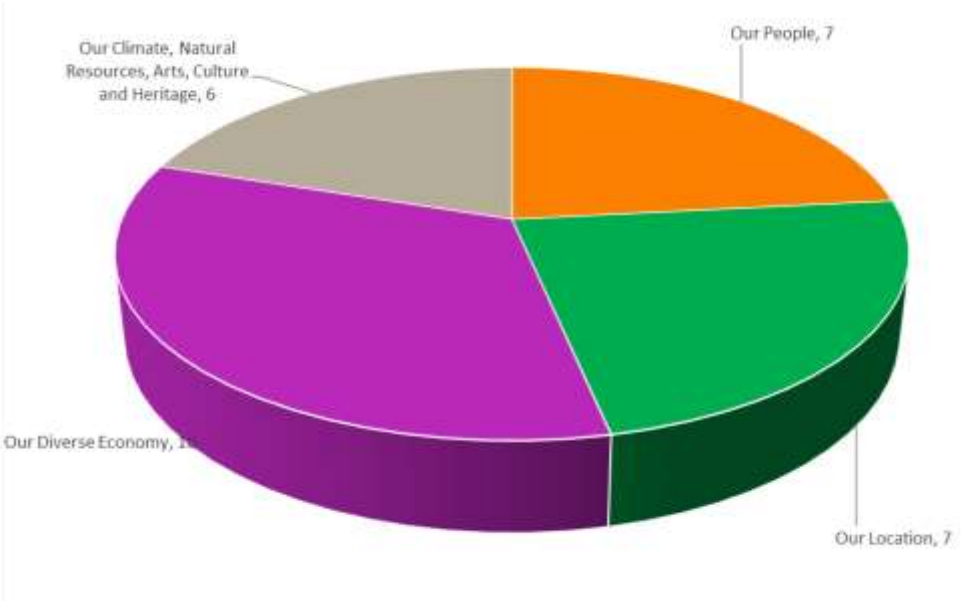
   (ii) the activities that the council intends to undertake to achieve those objectives; and

   (iii) the measures (financial and non-financial) that the council intends to use to assess the performance of the council against its objectives over the financial year;

   (11) However, in any event, the summary of the annual business plan must include an assessment of the extent to which the council's objectives for the previous financial year have been attained (taking into account the provisions of the annual business plan for that financial year).

PROPOSAL

1. **Annual Objectives** - 30 annual objectives were included in the Annual Business Plan and Budget for 2023/2024 aligned with each of the four strategic goals (as shown below):



2. **Full Update** - Attachment 1 details progress made for each objective during the third quarter 1 January - 31 March 2024.

3. **Status Definitions** - Each annual objective has been allocated a status in accordance with the following key:

●	In Progress	Work is underway and is on track to be delivered in accordance with the Annual Business Plan.

	At Risk	Work is underway, but may not be delivered on time/ budget/ in accordance with Annual Business Plan.
	Completed	The annual objective has been delivered/ completed
	Ongoing	The annual objective represents ongoing activities.
	Not Started	Work has not commenced.

4. **Quarter 3 Delivery** - Overall, the majority of annual objectives are in progress as shown below:



- **In Progress** - 20 annual objectives are in progress with details included in the attachment.
- **At Risk** - None.
- **Completed** - Volunteer Management Plan and Dog and Cat Management Plan completed.
- **Ongoing** - Delivery of community programs, operation of Wulanda Recreation and Convention Centre, development professional advice and assistance and legislative compliance activities, and waste reduction/ sustainability activities.
- **Not Started** - Hastings Cunningham Reserve discussions.

5. **Next Update** - The next update will be provided to Council reporting on performance in the third quarter at the August Council meeting.

LEGAL IMPLICATIONS

As detailed in the background section.

STRATEGIC PLAN

This report is an update of the progress against each of Council's annual objectives included in the Annual Business Plan aligned with the strategic plan and the four strategic goals.

COUNCIL POLICY

Nil

ECONOMIC IMPLICATIONS

Nil

ENVIRONMENTAL IMPLICATIONS

As included in the annual objectives that relate to environmental sustainability.

SOCIAL IMPLICATIONS

As included in the progress of annual objectives that address social outcomes.

CULTURAL IMPLICATIONS

As included in the progress of annual objectives that address cultural outcomes.

RESOURCE IMPLICATIONS

The annual objectives are being delivered aligned with current Council resources including staffing and budget.

VALUE FOR MONEY

The annual objectives are being delivered in line with the budget and the procurement policy and procedures.

RISK IMPLICATIONS

Nil

EQUALITIES AND DIVERSITY IMPLICATIONS

Nil

ENGAGEMENT AND COMMUNICATION STRATEGY

A report will be brought to Council on a quarterly basis.

IMPLEMENTATION STRATEGY

Nil

CONCLUSION AND RECOMMENDATION

That Council note the progress as at Quarter 3 as provided in this report and the attachment.

ATTACHMENTS

1. Attachment 1 - Quarter 3 Update ⇩

Annual Business Plan 2023-2024

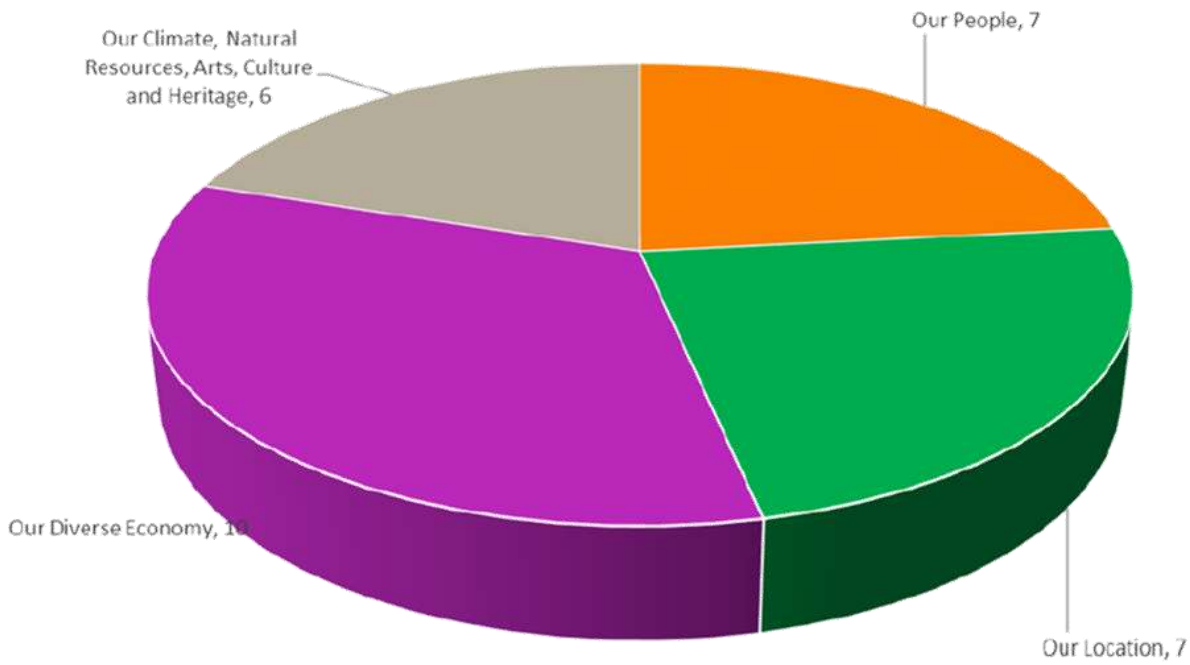
Quarter 3 Progress Against Annual Objectives

June 2024



City of Mount Gambier

ORGANISATIONAL OVERVIEW
Annual Objectives By Strategic Goal



ORGANISATIONAL OVERVIEW
Annual Objectives Dashboard



GOAL 1 - Our People
Annual Objectives Dashboard



Annual Objective		Responsibility	Status	Comments/ Highlights
1.1.	Delivery of community programs.	Corporate & Regulatory Services		Regular Programs in the Library throughout the quarter. Author talks, School Holiday Programs, After School Clubs, U5 programs, Digital Literacy Training, Local History research support, displays, exhibitions and supporting / partnering with organisations/businesses to run one off events and programs.
1.2	Development of the Disability Access and Inclusion Plan 2024-2028 and supporting implementation plan.	Corporate & Regulatory Services		Implementation Plan is complete and currently in action. Review of DAIP has commenced.
1.3.	Implementation of a Volunteer Management Plan.	Corporate & Regulatory Services		The Volunteer Management Plan is complete and has been endorsed by Council. An implementation plan is in development to inform work activity for next financial year.
1.4	Implementation of a consistent approach to the administration of community grants to ensure transparency and accountability.	City Infrastructure		Implementation model being finalised ready for endorsement in May 2024.
1.5	Progressing development of new Reconciliation Action Plan and deliver the initial stage of actions.	City Infrastructure		Reconciliation Australia Barometer Survey completed for 2023. Review and evaluation of existing RAP underway.
1.6	Development of Affordable Housing Strategy in line with other levels of Government.	City Infrastructure		Finalising draft Affordable Housing Plan, scheduled for completion first quarter FY24.25

Annual Objective		Responsibility	Status	Comments/ Highlights
1.7	Develop a Dog and Cat Management Plan aligned with legislation.	Office of the CEO		The City of Mount Gambier Dog and Cat Management Plan 2024 - 2028 has been endorsed by Council and approved by the Dog and Cat Management Board.

GOAL 2 – Our Location
Annual Objectives Dashboard



Annual Objectives		Responsibility	Status	Comments/ Highlights
2.1	Deliver the capital works program.	City Infrastructure		Approximately tracking at 60% completion of projects for this financial year. Key projects undertaken in Q3 included Strangways Street road reconstruction and replacement of x3 traffic controllers at Commercial Street/Ferrers Street, Commercial Street/Wehl Street and the Bay Road (Rail Trail crossing) intersections.
2.2	Phased delivery of maintenance plans identified for FY 2024.	City Infrastructure		The building valuation and condition ratings have been received and are included in the draft Building and Structures Asset Management Plan.
2.3	Develop the asset management planning approach and implement in 2023/24.	City Infrastructure		The draft Asset Management Plans (AMP's) will be presented to Council for endorsement and to proceed to community consultation at its meeting on 21 May 2024. The Forward Works Program will be developed and prioritised in accordance with the AMP's.

Annual Objectives		Responsibility	Status	Comments/ Highlights
2.4	Undertake a review of Council's property and land assets to understand risks and opportunities to Council's financial sustainability.	Corporate & Regulatory Services		Project Plan being developed for a Strategic Property Management Plan, Draft due first quarter 2024/25
2.5	Support State Government in the development of the Regional Plan.	City Infrastructure		Is being prepared by the State Government, is to be referred to the State Planning Commission in early 2024. Council provides input when requested and as opportunities arise.
2.6	Progress discussions with State Government on former rail lands adjacent to Hastings Cunningham Reserve.	Corporate & Regulatory Services		There has been no further update on discussions relating to the former Rail Lands. Awaiting further advice from State Government on their intentions for their land.
2.7	Finalise Blue Lake Sports Park Masterplan and seek opportunities for grant funding or other options to progress the masterplan outcomes.	City Infrastructure		Actively pursuing funding opportunities. Collaboration between key stakeholders is progressing well.

GOAL 3 – Our Diverse Economy
Annual Objectives Dashboard



Annual Objectives		Responsibility	Status	Comments/ Highlights
3.1	Create a seamless, soft landing website/ webpage for investment/attraction (and retention) in Mount Gambier.	City Infrastructure		Tender appointed and websites under construction, scheduled for completion by end of FY2024.
3.2	Create a seamless, soft landing website/ webpage for Tourism in Mount Gambier.	City Infrastructure		Tender appointed and websites under construction, scheduled for completion by end of FY2024.
3.3	Activate and operate the Wulanda Recreation and Convention Centre	City Infrastructure		Increased monitoring and performance measures in place.
3.4	Development of consultation activities that ensure that the community is engaged.	City Infrastructure		Extensive engagement activities occurring across a number of projects requiring varying degrees of consultation. Endorsed an Engagement Framework for Crater Lakes Activation.
3.5	To provide professional advice and assistance to Council, colleagues, industry partners and the community in respect to development matters.	City Infrastructure		Council continues to assess Development Applications within accordance with legislative requirements. Due to a heavy workload, increasing numbers of applications are being processed at the end of the legislative timeframes..
3.6	To ensure development is carried out in accordance with relevant legislation, standards and codes to facilitate outcomes.	City Infrastructure		Council Officers continue to undertake inspections as per the practice direction.
3.7	Provide community education, awareness and incentive programs to reduce waste.	City Infrastructure		Target has been met but additional programs continue to be delivered.

Annual Objectives		Responsibility	Status	Comments/ Highlights
3.8	Continue sift and sort activities and programs to support the reduction in waste to landfill.	City Infrastructure		This KPI is a continuing work in progress through education of the public and contractors that we receive waste from. .
3.9	Development of Waste Management Masterplan.	City Infrastructure		Waste masterplan and Financial modelling is underway. With the format for the Waste Master plan finalised and scope of works sent out consultants for the additional specific work needed to compliment the plan
3.10	Undertake a review of the delivery and location of visitor information services.	City Infrastructure		Visitor Servicing Modelling completed and implementation planning underway.

GOAL 4 – Our Climate, Natural Resources, Arts, Culture and Heritage Annual Objectives Dashboard



Annual Objectives		Responsibility	Status	Comments/ Highlights
4.1	Deliver a beacon art project and agree the approach for future similar projects.	City Infrastructure		22 Submissions received, currently being assessed for announcement before end of June 2024.
4.2	Completion of holistic document to guide the activation of the Crater Lakes Precinct and delivery of supporting implementation plan.	City Infrastructure		Awaiting Cultural Heritage Assessment to progress document.
4.3	Reduce carbon and other greenhouse gas emissions in capital projects and operational practices.	City Infrastructure		Currently reviewing existing materials supply contracts to include provision of using recyclable materials.
4.4	Establish renewable energy capability on Council facilities.	City Infrastructure		Energy audit of the Riddoch has been completed. Opportunities for efficiencies and solar have been identified. Recommended actions to be implemented as budget allows.
4.5	Develop the Shared Use Path implementation plan.	City Infrastructure		Shared Path Masterplan was adopted by Council at its meeting held on 16 April 2024. Works identified in the Shared Path Masterplan plan will incorporated into the Infrastructure Asset Management Plan.
4.6	Develop and adopt a prioritised implementation plan (SROSS) to inform Council's actions to deliver, including required masterplans for Council's Open Space assets.	City Infrastructure		Endorsed masterplanning priorities for next years.

19.5 ELECTOR REPRESENTATION REVIEW - PREFERRED STRUCTURE – REPORT NO. AR24/40295

Committee:	**Council**
Meeting Date:	**18 June 2024**
Report No.:	**AR24/40295**
CM9 Reference:	**AF23/328**
Author:	**Michael McCarthy, Manager Governance and Property**
Authoriser:	**Jane Fetherstonhaugh, General Manager Corporate and Regulatory Services**
Summary:	**This report is presented to enable direction to be provided to Council's engaged consultant for the preparation of a public consultation report on the Elector Representation Review process being conducted under section 12 of the Local Government Act 1999.**
Strategic Plan Reference:	**Goal 1: Our People** **Goal 5: Our Commitment**

REPORT RECOMMENDATION

1. That Council Report No. AR24/40295 titled 'Elector Representation Review - Preferred Structure' as presented on 18 June 2024 be noted.
2. That the Discussion Paper pertaining to the Representation Review (Attachment 1 - dated May 2024) be received and noted.
3. That Council determine, in principle for the purpose of the preparation of a draft "Representation Report", the future composition and structure which it believes should come into effect at the next Local Government elections in 2026, be comprised of
   (a) The Council area be named The City of Mount Gambier.
   (b) No Ward Structure.

   (Note: If a ward structure is preferred, must include proposed structure inc. names/titles of each ward, level of ward representation, and whether area councillors are required in addition to ward councillors)
   (c) A Mayor as Principal Member elected as a representative of the area as a whole.

   (Note: The alternative appointment of a Mayor may only occur by proclamation of the Governor under section 10 or by council in the case of a failed supplementary election
   (d) * 7 / 8 Area Councillors. * *Number to be determined by Council*

   (Note: In considering whether to retain, increase or decrease the number of area Councillors consideration should be given to the representation quota relative to other comparable Council's)
4. That a draft "Representation Report" be prepared presenting Council's proposed/preferred future elector representation arrangement for consideration and endorsement by Council prior to the initiation of the public consultation process.

TYPE OF REPORT

Legislative

BACKGROUND

At the Council meeting in February 2024 Council received Report No. AR24/4944 titled *'Elector Representation Review – April 2024 – April 2025*', bringing to attention the requirement to conduct an Elector Representation Review under section 12 of the Local Government Act 1999 during the relevant period as determined by the Minister by Notice in the Gazette dated 9 July 2020.

An Elector Representation Review provides a comprehensive examination of all aspects of a Council's composition including the ratio and number of Elected Members, ward structure/options, and potentially the name of the Council.

The City of Mount Gambier last conducted a review in the period April 2016 - April 2017, resulting in the current membership comprising eight (8) Councillors and a Mayor from the November 2018 local government elections, and no changes to the Council name or to re-establish a ward structure.

An information/briefing session was held with Members on Tuesday 14 May 2024 at which Council's engaged consultant presented on the Elector Representation Review process and options that Council will need to consider for inclusion in a Draft Elector Representation Review Report for public consultation purposes.

This report is presented to enable Council to formally consider those options and provide direction, by Council resolution, to the consultant in preparation of the Draft Elector Representation Review Report, which will be presented to Council at a subsequent meeting for endorsement for public consultation purposes.

PROPOSAL

Council's Elector Representation Review consultant has provided the following commentary to assist Council in deliberating the options for inclusion in the Draft Elector Representation Review Report to be prepared for public consultation purposes:

> Section 12(3) of the Local Government Act 1999 (the Act) indicates that Council must undertake a "representation review' to determine whether its community would benefit from an alteration to Council's composition or ward structure. This review is required to be undertaken and completed during the period April 2024 – April 2025.
>
> Council last completed a review of its elector representation in March 2017, the outcome of which was to retain the then existing "no ward" structure but amend the composition of Council to the Mayor and eight (8) area councillors (i.e. a reduction of two "area councillors").
>
> In January 2024 CL Rowe and Associates Pty Ltd was engaged to assist Council with the review process, having determined that the consultancy was an organisation which is qualified to address the representation and governance issues that may arise with respect to the matters under review (as per the requirements of Section 12(5) of the Act.
>
> A briefing was conducted on the 14 May 2024 to generally inform members of the matters relevant to the review and the review process. Members were also provided with a Discussion Paper which contained five ward structure options (as examples of how the Council area could be divided into wards), as well as information pertaining to the existing "no ward" structure. A copy of the Discussion Paper is attached hereto **(Attachment 1)**.
>
> Essentially, the task now before Council is to determine (in principle) the future composition and structure which it believes should come into effect at the next Local Government elections in 2026. More specifically, Council will need to:
>
> - examine the question of whether the number of elected members should be retained, reduced or increased;

- determine whether the existing “no wards” structure should be retained or whether the Council area should be divided into wards; and
- if the preference is for the Council area is to be divided into wards, identify the preferred future ward structure, including the names/titles of the proposed wards and the level of representation in each ward, and determine whether there is a need for “area councillors” in addition to “ward councillors”.

Council’s preferred composition and structure will be presented to the community, for consideration and comment, in a “Representation Report” which will be the basis of a twenty-one day public consultation process.

Council may now consider, and resolve, the representation review options to be included in the Draft Representation Review Report for public consultation purposes.

LEGAL IMPLICATIONS

The conduct of an Elector Representation Review during the relevant period determined by the Minister is a legislative requirement of section 12(4) of the Local Government Act 1999.

Failure to undertake a review or to take appropriate action or publish appropriate notices as required by section 12 of the Act are matters that must be referred to the Electoral Commission under section 12(19), who may take such action as appear appropriate in the circumstances (subsection 20) and recover the reasonable costs incurred from the Council (subsection 21).

The Council must address certain matters in the review process, which include certain discretionary decisions around review options to be included in the Draft Representation Review Report.

STRATEGIC PLAN

N/A

COUNCIL POLICY

N/A

ECONOMIC IMPLICATIONS

N/A

ENVIRONMENTAL IMPLICATIONS

N/A

SOCIAL IMPLICATIONS

N/A

CULTURAL IMPLICATIONS

N/A

RESOURCE IMPLICATIONS

The conduct of an Elector Representation Review is a legislative requirement and budgeted expense.

A budget allocation of $10,000 was provided in the 2023/24 Budget to enable commencement of the review, with further budget allocation in the 2024/25 Budget process for completion of the review.

VALUE FOR MONEY

N/A

RISK IMPLICATIONS

The risk of Council not conducting, or not properly conducting an Elector Representation Review is that it may not deliver a Council structure that the community seek, the review may not be certified

by the Electoral Commissioner, or the review or any deficiency may be conducted by the Electoral Commissioner removing Council and Elected Members influence over the options and outcomes.

The engagement of an experienced consultant to guide Council through the review process, including the preparation of relevant papers and reports, assists in mitigating foreseeable risks.

EQUALITIES AND DIVERSITY IMPLICATIONS

N/A

ENGAGEMENT AND COMMUNICATION STRATEGY

Public Consultation is an important part of the Elector Representation Review process. Information on the public consultation steps will be presented as the review process progresses.

IMPLEMENTATION STRATEGY

An indicative review process and schedule was presented to Members at the May information/briefing session, as follows:



This report represents the 2nd step in the review process, of Council determining the preferred (in-principle) structure before next considering the Draft Representation Review Report for endorsement for public consultation purposes.

CONCLUSION AND RECOMMENDATION

This report is provided to enable Council to provide direction to the consultant on the preferred options for inclusion in a Draft Representation Review Report, which report is to be presented to Council at a subsequent meeting for endorsement for public consultation purposes.

ATTACHMENTS

1. Representation Review Discussion Paper May 2024 ⇩

DISCUSSION PAPER

REPRESENTATION REVIEW

(Section 12 of the Local Government Act 1999)

CITY OF MOUNT GAMBIER

May 2024

C L Rowe & Associates

1. INTRODUCTION

Section 12(3) of the *Local Government Act 1999* (the Act) indicates that Council must undertake a "representation review' to determine whether its community would benefit from an alteration to Council's composition or ward structure.

Section 12(4) of the Act states: *"A review may relate to a specific aspect of the composition of the council, or of the wards of the council, or may relate to those matters generally – but a council must ensure that all aspects of the composition of the council, and the issue of the division, or potential division, of the area of the council into wards, are comprehensively reviewed under this section at least once in each relevant period that is prescribed by the regulations".*

The Minister for Local Government has specified that Council is required to undertake and complete a review during the period April 2024 – April 2025.

Council last completed a review of its elector representation in March 2017, the outcome of which was to retain the then existing "no wards" structure but amend the composition of Council to the Mayor and eight (8) area councillors (i.e. a reduction of two "area councillors").

Essentially the task now before Council is to determine (in principle) the future composition and structure which it believes should come into effect at the next Local Government elections in 2026. More specifically, Council will need to:

- examine the question of whether the number of elected members should be retained, reduced or increased;
- determine whether the existing "no wards" structure should be retained or whether the Council area should be divided into wards; and
- if the preference is for the Council area is to be divided into wards, identify the preferred future ward structure, including the names/titles of the proposed wards and the level of representation in each ward, and determine whether there is a need for "area councillors" in addition to "ward councillors".

This Discussion Paper provides relevant information and ward structure options to assist the elected members with the aforementioned task. The "in principle" decisions made by Council at this time will be presented to the community, along with all supporting information, in a "Representation Report" which will form the basis of the upcoming public consultation stage of the review process.

Ultimately, at the end of the review process, any proposed changes to Council's composition and/or the structure should serve to uphold the democratic principle of "one person, one vote, one value".

2. REVIEW PROCESS

Sections 12(5) - 12(12a) of the Act outline the process that Council must adhere to when undertaking its review. A brief summary of this process is as follows.

2.1 Representation Report

The review is commenced with the preparation of a "Representation Report" by a person who, in the opinion of Council, is qualified to address the representation and governance issues that may arise during the course of the review.

The "Representation Report" must:

- examine the advantages and disadvantages of the options available in respect to a range of issues relating to the composition and structure of Council;
- examine whether the number of elected members should be reduced; and/or whether the Council area should be divided into wards, or not;
- set out the proposal that Council considers should be carried into effect at the next Local Government election; and
- include an analysis of how the Council proposal relates to the relevant principles under Section 26(1)(c) of the Act and the matters referred to in Section 33 of the Act.

2.2 Public Consultation

Section 12(7) of the Act requires Council undertake public consultation based on the "Representation Report". This process must be in accordance with Council's Public Consultation Policy, or alternatively incorporate the publication of a notice in a newspaper circulating within the area of the council, on the Council website and in the Government Gazette.

The notice must invite interested persons to make submissions in relation to the report within a specified period (at least 21 days).

2.3 Final Report

At the completion of the prescribed public consultation stage Council must either:

- finalise its report (including information pertaining to the outcome of the public consultation process) and refer the final report to the Electoral Commissioner; or
- reconsider and/or amend its proposal (perhaps in keeping with public submissions), alter the Representation Report accordingly, and undertake further public consultation.

2.4 Exemption Certificate (If required)

In the unlikely circumstance that Council proposes a composition which exceeds the "member cap" specified under Section 11A of the Act, it must seek an "exemption certificate" from the Electoral Commissioner prior to finalising its review.

Should the Electoral Commissioner determine that there are "exceptional circumstances" that justify a refusal to grant an "exemption certificate", the matter will be referred back to Council with written reasons for the refusal. In response to this action Council will be required to amend its proposal so that it will comprise a number of elected members equal to or less than the "member cap"; amend its report; undertake further public consultation; and ultimately forward an amended final report to the Electoral Commissioner for further consideration.

2.5 Final Gazette Notice

Upon receipt of notification that the representation review has been completed to the satisfaction of the Electoral Commissioner, Council will be required to publish a notice in the Government Gazette, on or before a date to be specified by the Electoral Commissioner. The notice will outline Council's proposed future composition and structure and will give notice of the day that the proposal will come into effect (i.e. the day of the next Local Government election in November 2026).

3. LEGISLATIVE REQUIREMENTS

The most relevant provisions of the Act are the following.

Section 11A specifies that a council must not be comprised of more than thirteen (13) members (including the principal member) unless it has been granted an "exemption certificate" by the Electoral Commissioner under Section 12(11b) of the Act.

Section 26(1)(c) requires that, when considering a reform proposal, Council should have regard to a list of principles, the most relevant being the following.

- Proposed changes should, wherever practicable, benefit ratepayers.
- A council should reflect communities of interest of an economic, recreational, social, regional or other kind, and be consistent with community structures, values, expectations and aspirations.
- Residents should receive adequate and fair representation within the local government system, while over-representation in comparison with councils of a similar size and type should be avoided (at least in the longer term).

Section 33 requires that, in the formulation of a proposal that relates to the boundaries of a ward or wards, the review must also take into account, as far as practicable:

- the desirability of reflecting communities of interest of an economic, social, regional or other kind;
- the population of the area, and of each ward affected or envisaged by the proposal;
- the topography of the area, and of each ward affected or envisaged by the proposal;
- the feasibility of communication between electors affected by the proposal and their elected representatives;
- the nature of substantial demographic changes that may occur in the foreseeable future; and
- the need to ensure adequate and fair representation while at the same time avoiding over-representation in comparison to other councils of a similar size and type (at least in the longer term).

Section 33(2) of the Act requires that a proposal which relates to the formation or alteration of wards of a council must observe the principle that the number of electors represented by a councillor must not, as at the relevant date (assuming that the proposal was in operation), vary from the ward quota by more than 10 per cent.

Section 51 specifies that the principal member of council must be appointed (by the Governor under circumstances prescribed under Section 10 of the Act) or elected as a representative of the area as a whole; and is to be called mayor.

4. COMPOSITION OF COUNCIL

4.1 Principal Member

The principal member of Council must be appointed (by the Governor under circumstances prescribed under Section 10 of the Act) or elected as a representative of the area as a whole; and is to be called mayor. The Act no longer affords any alternative.

4.2 Councillors

Section 52(1) of the Act specifies that all members of Council, other than the principal member, shall have the title of councillor.

Section 52(2) states that a councillor will (depending on how the council is constituted):

- be elected by the electors for the area, as a representative of the area as a whole (whether or not the area is divided into wards); or
- if the area is divided into wards, be elected by the electors of a particular ward, as a representative of the ward.

Where the Council area is divided into wards, an "area councillor" adopts a similar role to that of the former office of alderman and focuses on matters pertaining to the Council area as a whole rather than a ward.

Arguments in favour of "area councillors" (in addition to ward councillors) include:

- the area councillor should be free of parochial ward attitudes and responsibilities;
- the area councillor may be an experienced elected member who can share his/her knowledge and experience with the ward councillors;
- the area councillor is free to assist the principal member and ward councillors, if required; and
- the lines of communication between Council and the community are enhanced through the greater number of elected members.

The opposing view is that an "area councillor" (in addition to ward councillors) holds no greater status than a ward councillor; has no greater responsibilities than a ward councillor; and need not comply with any extraordinary or additional eligibility requirements. In addition, it should be noted that:

- additional elected members ("area councillors") will create additional expense;
- any contested election for area councillors must be conducted across the whole of the council area at considerable cost;
- area councillors are considered to be an unnecessary tier of representation and therefore are not a popular option amongst councils (i.e. only the City of Adelaide has "area councillors" in addition to councillors);

- ward councillors do not have to reside in the ward which they represent and, as such, the traditional role and/or basis for the ward councillor has changed to a council-wide perspective;
- ward councillors generally consider themselves to represent not only their ward, but the Council area as a whole (like an area councillor), and it is suggested that their role and actions within the council chamber, and the functions they perform on behalf of council, generally reflect this attitude and circumstance; and
- the task and expense of contesting council-wide elections for an area councillor can be prohibitive and may deter appropriate/quality candidates.

5. ELECTOR REPRESENTATION

Council must provide adequate and fair representation and generally adhere to the democratic principle of "one person, one vote, one value". In addition, there needs to be sufficient elected members to:

- manage and guide the affairs of Council;
- lead and form the core of the Council committees;
- share the demands placed upon them by their constituents;
- provide adequate lines of communication between the community and Council;
- achieve the desired diversity in member's skill sets, experience and backgrounds; and
- ensure a range of viewpoints that spurs innovation and creativity in Council planning and decision-making.

Council has comprised the Mayor and eight (8) "area councillors" since the Local Government elections in 2018.

Section 11A of the Act specifies that a council must not be comprised of more than thirteen (13) members (including the principal member) unless it has been granted an "exemption certificate" by the Electoral Commissioner under Section 12(11b) of the Act.

In addition, Sections 26(1)(c) and 33(1) of the Act express the need to ensure adequate and fair representation while at the same time avoiding over-representation in comparison to other councils of a similar size and type (at least in the longer term).

The comparison of councils is not a straightforward exercise, given that no councils are identical in terms of their size (elector numbers and/or area), population, topography, character, communities of interest and/or land uses. However, it can provide some guidance in regard to an appropriate elector ratio or level of representation (i.e., number of councillors).

Table1 provides (for comparison purposes) the elector data, elector ratios (i.e. the average number of electors represented by a councillor) and the size/area of councils that are considered to be of a similar in size (elector numbers) and type (outer metropolitan/regional council) to the City of Mount Gambier. The data indicates that the current elector representation arrangements of Council compares favourably with the arrangements of the cited councils.

Of the regional councils, eighteen (18) comprise nine councillors; ten (10) comprise eight councillors; nine (9) comprise seven (7) councillors; and five (5) comprise six councillors.

Table 1: Representation comparisons with councils of a similar size and type

Council	Councillors	Electors	Elector Ratio
Whyalla (1,032.5 km^2)	9	15,960	1:1,773
Murray Bridge (1,832 km^2)	9	15,977	1:1,775
Barossa (912 km^2)	11	19,395	1:1,763
Alexandrina (1,827 km^2)	9	22,992	1:2,547
Mt Gambier (33.9 km^2)	**8**	**20,401**	**1:2,550**
Mt Barker (595 km^2)	10	29,916	1:2,992

Source: Electoral Commission SA (24th April 2024)

A reduction in the number of councillors will result in elector ratios of **1:2,914 (seven councillors)** or **1:3,400 (six councillors**), and a minimum cost saving of $19,110 per annum (i.e. the annual allowance for a councillor).

Further, it could be reasonably concluded that it will be difficult to mount a sustainable argument to increase the number of elector members at this time, despite the likelihood of some population growth in the foreseeable future.

There are no inherent disadvantages in having an even or odd number of councillors. An odd number may overcome the requirement for the Mayor to cast a deciding vote but may require the development/implementation of a ward structure that exhibits a varying level of representation between wards. The latter can be perceived as an imbalance.

6. WARD STRUCTURE

Section 12(1)(b) of the Act indicates that Council can "divide, or redivide, the area of the council into wards, alter the division of the area of the council into wards, or abolish the division of the area of a council into wards".

The Council area has not been divided into wards since the Local Government election in 2010.

Currently thirty-five (35) of the forty-nine (49) regional councils have no wards, as do two (2) of the nineteen (19) metropolitan councils (i.e. the Towns of Gawler and Walkerville).

6.1 Wards

The advantages of introducing a ward structure include:

- wards guarantee some form and level of direct representation to all parts of the Council area and/or existing communities of interest;
- ward councillors can focus on local issues as well as council-wide issues;
- ward councillors are more likely to be known to their ward constituents (and vice versa);
- ward councillors can have more of an affiliation with the local community and more understanding of the local issues and/or concerns;
- the task and expense of contesting a ward election may be less daunting to prospective candidates, whereas the task and expense of contesting council-wide elections (under the "no wards" alternative) could be prohibitive, and therefore may deter appropriate/quality candidates;
- Council only has to conduct elections and supplementary elections within contested wards (potential cost saving), whereas under the no ward" alternative Council has to conduct elections and supplementary elections across the whole of the Council area (at a significant expense);
- ward councillors deliberate and make decisions on the basis of achieving the best outcome for the whole of the Council area and the electors within their ward; and
- ward based elections have the potential to deliver councillors from various parts of the Council area, potentially resulting in a greater diversity in the skill sets, experience, expertise and opinions amongst the elected members.

The disadvantages of a ward structure include:

- ward councillors do not have to reside within the ward that they represent and, as such, may have no affiliation with the local community and/or empathy for the local issues and/or concerns;
- electors can only vote for councillors/candidates within their ward;

- candidates can be favoured by the peculiarities of the ward based electoral system (e.g., candidates elected unopposed or having been unsuccessful despite attracting more votes than elected candidates in other wards);
- ward councillors may develop ward-centric attitudes and be less focused on the bigger council-wide issues;
- ward boundaries are lines which are based solely on elector distribution and may serve to divide the community rather than foster civic unity;
- despite comparable ward elector ratios, inequitable levels of representation between wards and/or the physical sizes of wards can create a perception of imbalance in voting power within Council; and
- as ward councillors generally consider themselves to represent not only their ward but the Council area as a whole and, as such, the need for wards is questionable.

6.2 No Wards

The advantages of retaining the existing "no wards" structure include:

- "no wards" is the optimum democratic structure as it enables the electors to vote for all of the vacant positions on Council;
- the most supported candidates from across the Council area will likely be elected, rather than candidates who may be favoured by the peculiarities of the ward based electoral system (e.g. candidates being elected unopposed or unsuccessful candidates who attracted more votes than successful candidates in other wards);
- the elected members should be free of parochial ward attitudes;
- the lines of communication between Council and the community should be enhanced, given that members of the community should be able to consult with any and/or all members of Council, rather than feel obliged to consult with their specific ward councillors;
- small communities within the Council area can still be directly represented on Council, provided they muster sufficient support for a local candidate;
- the structure automatically absorbs fluctuations in elector numbers and there is no requirement for compliance with specified quota tolerance limits;
- the introduction of postal voting has facilitated the dissemination of campaign literature throughout the Council area, thereby reducing the difficulty and cost of contesting a council-wide election campaign;
- successful candidates generally have to attract no more votes than what they would have received/required under a ward election;
- candidates for election to Council will require the genuine desire, ability and means to succeed and serve on Council, given the perceived difficulties and expense associated with contesting "at large" elections;

- a supplementary election does not have to be held to fill a casual vacancy on Council (Section 6(2)(b) of the Local Government (Elections) Act 1999); and
- the retention of the existing "no wards" structure could be perceived by the community as a sign of stability within Local Government.

The disadvantages of a "no wards" structure include:-

- the elected members could come from the more heavily populated parts of the Council area rather than from across the whole of the Council area;
- a single interest group could gain considerable representation on Council;
- concern council-wide elections will not guarantee that elected members will have any empathy for, or affiliation with, all communities across the whole Council area;
- Council will have to conduct elections and supplementary elections across the whole of the Council area (at a significant expense);
- the more popular or known councillors may receive more enquiries from the public (i.e. inequitable workloads); and
- potential candidates for election to Council may be deterred by the perceived difficulties and expense associated with council-wide elections.

6.3 Ward Representation

Wards represented by **a single councillor** are generally small in area and therefore afford the ward councillor the opportunity to be more accessible to his/her constituents and able to concentrate on issues of local importance. Due to the smaller size of the wards it is generally difficult to identify suitable ward boundaries; maintain entire communities of interest; sustain significant fluctuations in elector numbers; and comply with the specified quota tolerance limit. The work load of the ward councillor can also be demanding, and absenteeism by the elected member (for whatever purpose and/or period) will leave the ward without direct representation.

Three (3) regional councils have a ward structure which includes single-councillor wards.

Wards represented by **two councillors** are common throughout the State; allow for the sharing of duties and responsibilities between the ward councillors; lessen the likelihood of ward parochialism; and afford continuous ward representation should one ward councillor be absent.

Multi-councillor wards are generally larger in area and therefore the overall ward structure can be relatively simple. Councillor absenteeism can be easily covered; the work load of the ward councillors can be reduced; there are greater perceived lines of communication between ward councillors and their constituents; and there is more flexibility in regard to ward quota, allowances for fluctuations in elector numbers, and the preservation of communities of interest.

Six (6) metropolitan councils and thirteen (13) regional councils have ward structures which have three (3) or more councillors representing a ward.

There are no inherent disadvantages associated with **varying levels** of representation between wards, provided the elector ratios within the wards are relatively consistent. However, such structures can be seen to lack balance and/or equity, with the larger wards (in elector and councillor numbers) being perceived as having a greater, more influential voice on Council.

Four (4) metropolitan councils and ten (10) regional councils have ward structures which exhibit varying levels of representation between wards.

6.4 Ward Boundaries

A ward structure should have a logical basis and, where possible, exhibit boundaries which are easily identified and readily accepted by the community. Accordingly, every effort should be made to align proposed possible future ward boundaries with existing, long established district boundaries, main roads, or prominent geographical and/or man-made features.

6.5 Ward Identification

The means of ward identification are limited.

The allocation of alphabetical letters, numbers and/or compass points are all considered to be acceptable, but lack imagination and fail to reflect the character and/or history of the Council area. The same cannot be said for the allocation of names of local heritage/cultural significance.

The allocation of certain district or town names can be confusing and fail to reflect the existence of all of the other communities within the Council area. Whilst this is not a major issue, the review affords the opportunity for the community and Council to consider appropriate alternatives.

7. WARD STRUCTURE ASSESSMENT CRITERIA

Section 33(1) of the Act requires that the following matters be taken into account, as far as practicable, in the formulation of a proposal that relates to the boundaries of a ward or wards:

- the desirability of reflecting communities of interest of an economic, social, regional or other kind;
- the population of the area, and of each ward affected or envisaged by the proposal;
- the topography of the area, and of each ward affected or envisaged by the proposal;
- the feasibility of communication between electors affected by the proposal and their elected representatives;
- the nature of substantial demographic changes that may occur in the foreseeable future; and
- the need to ensure adequate and fair representation while at the same time avoiding over-representation in comparison to other councils of a similar size and type (at least in the longer term).

Relevant information pertaining to the above matters is provided hereinafter.

7.1 Communities of Interest

The issue of "communities of interest" can be complex and, as such, local knowledge will be particularly valuable.

In the past the Local Government Boundary Reform Board indicated that:

- "communities of interest" for the purpose of structural reform proposals, are defined as aspects of the physical, economic and social systems which are central to the interactions of communities in their living environment; and
- "communities of interest" are identified by considering factors relevant to the physical, economic and social environment, including neighbourhood communities; history and heritage communities; sporting facilities; community support services; recreation and leisure communities; retail and shopping centres; work communities; industrial and economic development clusters; and environmental and geographic interests.

In addition, Sections 26 and 33 of the Act make reference to "communities of interest" of an economic, social, regional or other kind.

The Council area only covers approximately 33.9 km^2 and comprises the whole of the township of Mount Gambier and parts of the surrounding districts/localities of Glenburnie, Suttontown, O B Flat and Worrolong. As such, the Council area is considered to comprise a single entity or community of interest.

In addition, given the character of the township and the adjacent districts/localities, and the distribution of electors across the Council area, there are no particularly obvious or identifiable smaller communities of interest.

7.2 Population and Demographic Trends

When developing potential future ward structures, consideration was given to demographic trends, as allowances have to be made to accommodate any identified or likely future fluctuations in elector numbers.

The following information should be of assistance in regard to this matter.

Data sourced from **Electoral Commission SA** indicates that the number of eligible electors enrolled to vote in a Council election increased by 2,461 or 13.72% (i.e. 17,940 – 20,401) over the period 2010 to 2024

Interestingly, since the Local Government election in 2018, elector numbers have increased by 1,065 or 5.51% (as of 24th April 2024).

Population projections prepared by the Department of Planning, Transport and Infrastructure (Local Area (SA2 and LGA), Population Projections for South Australia, 2021 – 2041, published March 2024) indicate that the population of the City of Mount Gambier is anticipated to increase by 4,511 or 16.3% (i.e. 27,635 – 32,148) during the period 2021 – 2041.

Data provided by the **Australian Bureau of Statistics (refer 3218.0 Regional Population Growth, Australia)** indicates that the estimated population of the Council area increased by 3,578 or 14.12% over the period 2001 – 2018; and then increased by a further 604 or 2.22% during the period 2018 – 2023. This equates to a total increase of 4,182 or 17.67% during the period 2001 - 2023.

Australian Bureau of Statistics **"Quick Stats"** indicate that the estimated population of the Council area increased by 4,222 people or 18.64% during the period 2001 - 2021 (i.e. 22,656 – 26,878).

Initial investigations have revealed that future residential growth opportunities (primarily via existing approved land division applications) generally exist throughout the township and the areas at the periphery of the township (i.e. Glenburnie, OB Flat, Suttontown, and Worrolong). Further investigations will be required to ascertain the locations and scale of these land divisions so as to assist in the assessment of the capability of any future ward structure to accommodate anticipated future population growth.

It is also understood that urban infill/redevelopment is not currently a key development factor in the township and, as such, does not currently contribute significantly to the population growth within the City.

7.3 Quota (Elector Ratio)

Section 33(2) of the Act requires that any proposal which relates to the formation or alteration of wards of a Council must observe the principle that the number of electors represented by a councillor must not vary from the ward quota by more than 10%.

Ward quota is the number of electors within a ward divided by the number of ward councillors, whereas the "elector ratio" for the Council area is the total number of electors divided by the number of councillors (i.e. the Mayor is excluded).

Given the aforementioned, any potential future ward structure must incorporate wards wherein the distribution of electors is equitable, either in terms of numbers (if the wards have equal representation) or elector ratio. Under the latter circumstance, the elector ratio within each ward must be within 10% of the average elector ratio for the Council area. The Act only allows for the 10% quota tolerance limit to be exceeded in the short term if demographic changes predicted by a Federal or State government agency indicate that the ward quota will not be exceeded at the time of the next periodic Local Government election.

8. WARD STRUCTURE OPTIONS

As indicated earlier, the Act states that:

- a review may relate to a specific aspect of the composition of the council, or of the wards of the council, or may relate to those matters generally – but a council must ensure that all aspects of its composition, and the issue of the division, or potential division, of the area of the council into wards, are comprehensively reviewed; and
- Council can "divide, or redivide, the area of the council into wards, alter the division of the area of the council into wards, or abolish the division of the area of a council into wards".

Five (5) ward structure options have been provided to **demonstrate** how the Council area can potentially be divided into wards. These options are only **examples** of how the Council area can be divided into wards based on seven (7) and/or eight (8) councillors.

Given the relatively small size of the Council area; the distribution of electors; and the likely low number of elected members, the ward structure options are limited. Notwithstanding this, the presented ward structures have been developed to:

- ensure that all of the proposed wards exhibit a similar character (where possible);
- reflect some logical basis and an equitable distribution of elector numbers;
- exhibit a consistent level of representation between the proposed wards (where possible);
- accommodate anticipated future fluctuations in elector numbers;
- maintain existing communities of interest (where possible); and
- incorporate proposed ward boundaries which align with district or locality boundaries, main roads and/or prominent features.

The existing "no wards" structure has obviously also been presented as an option, given the provisions of Section 12(1)(b) of the Act which allow for the abolition of wards, and the fact that this structure has been in place for fourteen years.

8.1 Option 1 – No wards

8.1.1 Description

The retention of the existing "no wards" structure.

8.1.2 Comments

In brief, the "no ward" structure:

- can accommodate any number of "area councillors" (i.e., councillors elected to represent the whole council area), as determined appropriate by Council;
- has been in place for fourteen (14) years and, as such, should be known and generally accepted by the community;
- automatically absorbs any fluctuations in elector numbers and, as such, the provision of the Act relating to quota tolerance limits do not apply;
- overcomes the division of the local community into wards based solely on the distribution of elector numbers;
- should prevent ward-centric attitudes; and
- enables the electors within the community to vote for all members of Council, with the most favoured candidates being elected to represent (and act in the best interests of) the whole of the Council area, despite the geographical location of their place of residence.

The arguments for and against the "no wards" option have been previously presented (refer 6.2 No Wards, pages 10 and 11).

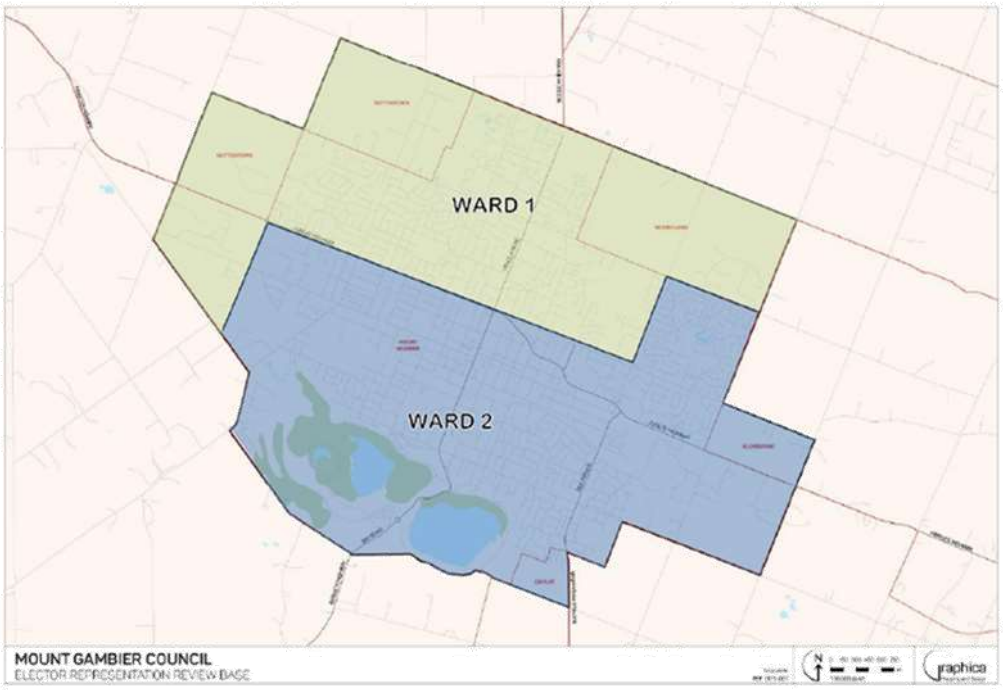


8.2 Option 2 - Eight Councillors/Two Wards

8.2.1 Description

The division of the Council area into two (2) wards, both of which are to be represented by four (4) councillors.

The proposed ward boundary aligns with Wireless Road East, Kennedy Avenue, North Terrace, Jubilee Highway West, Graham Road and Avery Road.



8.2.2 Ward Representation

Ward	Councillors	Electors	Ratio	% Variance
Ward 1	4	9,915	1:2,479	- 1.89
Ward 2	4	10,298	1:2,575	+ 1.89
Total	8	20,213		
Average			1:2.527	

Source: Electoral Commission SA , House of Assembly Roll (March 2024)
Council Voters Roll (March 2024)

8.2.3 Comments

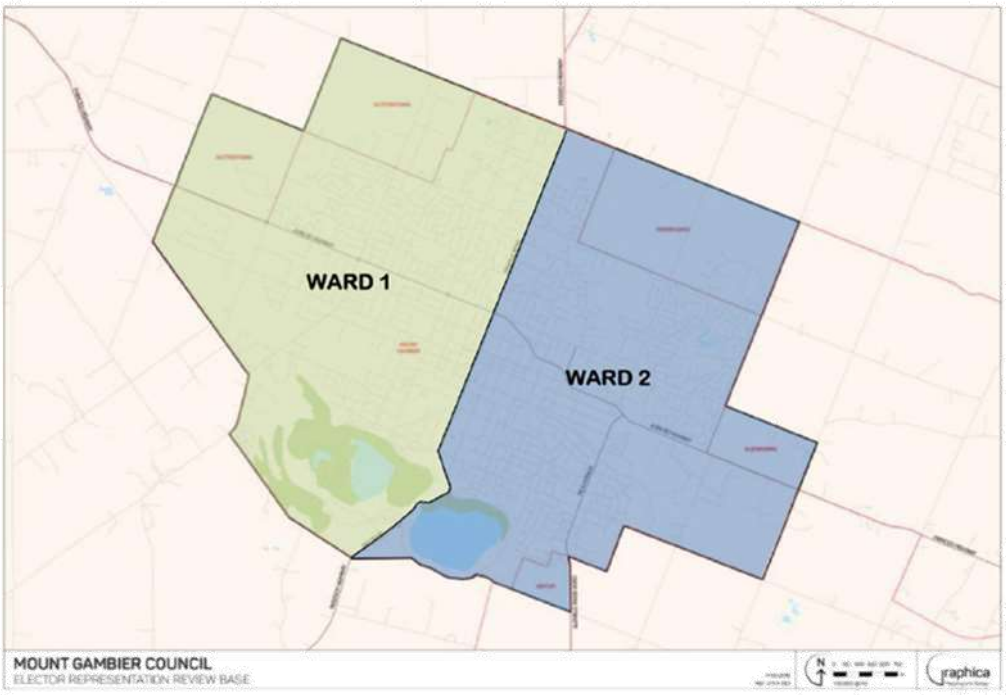
- A simple but somewhat awkward ward configuration.
- The ward structure exhibits an equitable distribution of electors between the wards and the same level of ward representation.
- The four councillors in each of the proposed ward can share the workload and demands.
- The proposed wards have comparable elector ratios which lay comfortably within the specified quota tolerance limits.
- The proposed wards can accommodate considerable population growth (i.e. an additional 2,500 – 2,700 electors could be accommodated in the wards under the "worst case" scenario whereby all future growth occurs within the one ward).
- The communities in the eastern and western parts of both of the proposed wards may not have any real similarities or common aspects.

8.3 Option 3 – Eight Councillors/Two Wards

8.3.1 Description

The division of the Council area into two (2) wards, both of which are to be represented by four (4) councillors.

The proposed ward boundary aligns with Penola Road and Bay Road.



8.3.2 Ward Representation

Ward	Councillors	Electors	Ratio	% Variance
Ward 1	4	10,084	1:2,521	- 0.22
Ward 2	4	10,129	1:2,532	+ 0.22
Total	8	20,213		
Average			1:2.527	

Source: Electoral Commission SA , House of Assembly Roll (March 2024)
Council Voters Roll (March 2024)

8.3.3 Comments

- This is the simple two ward structure which was abolished in 2010.
- The ward structure exhibits an equitable distribution of electors between the wards and the same level of ward representation.
- The proposed boundary is uncomplicated and readily recognizable.
- The proposed wards exhibit elector ratios which lay well within the specified quota tolerance limits and, as such, are capable of sustaining considerable fluctuations in future elector numbers.
- It is doubtful that a return to this ward structure will afford any practical or financial benefits to the community.

8.4 Option 4 – Eight Councillors/Four Wards

8.4.1 Description

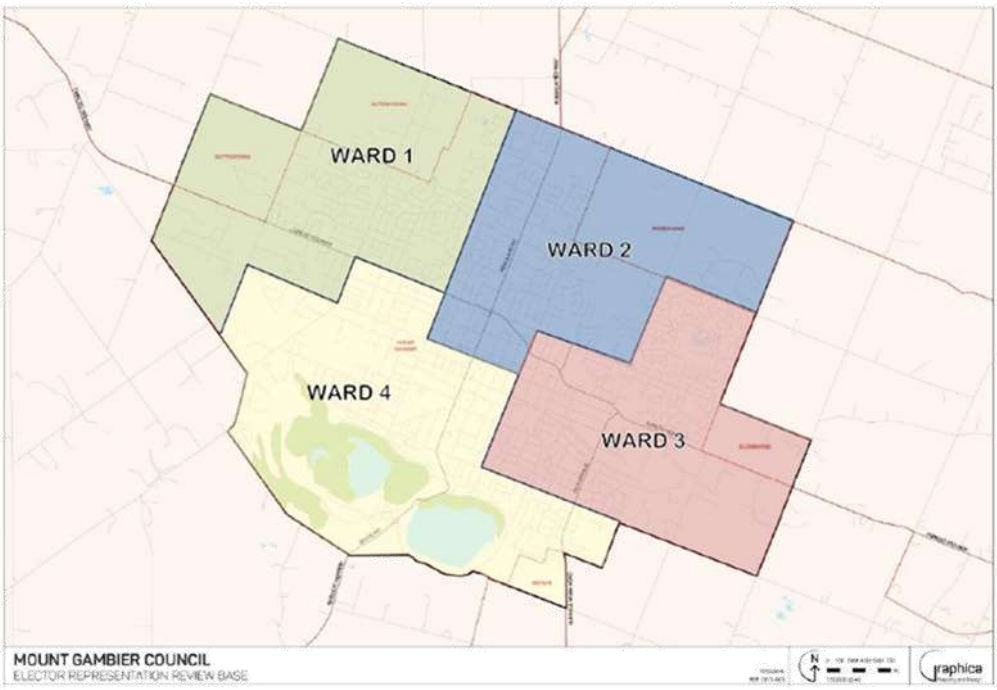
The division of the Council area into four (4) wards, with each of the proposed wards being represented by two (2) councillors.

Ward 1: Wehl Street North, Jubilee Highway West, Sutton Avenue, Commercial Street West and Avery Street.

Ward 2: Wireless Road East, Kennedy Avenue, Crouch Street North, Commercial Street West and Wehl Street North.

Ward 3: Wireless Road East, Kennedy Avenue, Crouch Street North and Lake Terrace East.

Ward 4: Lake Terrace East, Crouch Street North, Commercial Street West, Wehl Street North, Jubilee Highway West, Sutton Avenue, Commercial Street West and Avery Street.



8.4.2 Ward Representation

Ward	Councillors	Electors	Ratio	% Variance
Ward 1	2	5,143	1:2,572	+ 1.78
Ward 2	2	4,942	1:2.471	- 2.20
Ward 3	2	5,363	1:2.682	+ 6.13
Ward 4	2	4,765	1:2,383	- 5.70
Total	8	20,213		
Average			1:2.527	

Source: Electoral Commission SA , House of Assembly Roll (March 2024)
Council Voters Roll (March 2024)

8.4.3 Comments

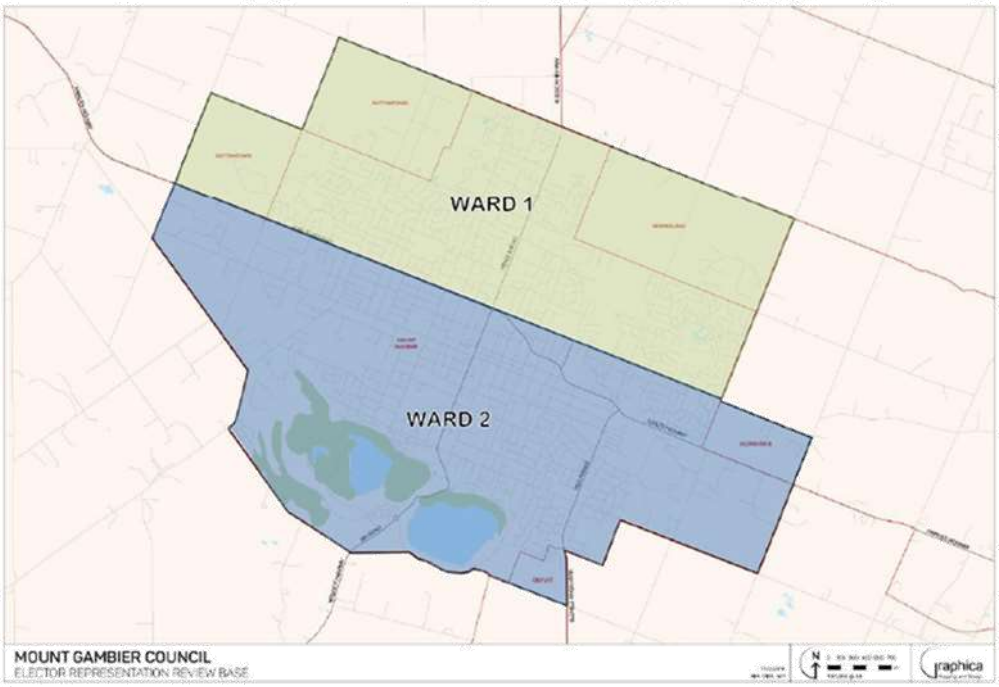
- This ward structure demonstrates the difficulty of dividing the Council area/township into small wards on a rational basis.
- There is some difference in the distribution of elector numbers between the proposed wards.
- Whilst the elector ratios within the proposed wards lay within the specified quota tolerance limits, they are a little uneven (especially in relation to proposed Wards 3 and 4).
- Whilst the proposed boundaries are considered to be acceptable, the wards lack a logical basis (other than to define areas with similar numbers of electors).

8.5 Option 5 - Seven Councillors/Two Wards

8.5.1 Description

The division of the Council area into two (2) wards, with proposed Ward 1 being represented by four (4) councillors and proposed Ward 2 being represented by three (3) councillors.

The proposed ward boundary aligns with North Terrace and Jubilee Highway West.



8.5.2 Ward Representation

Ward	Councillors	Electors	Ratio	% Variance
Ward 1	4	10,963	1:2,741	- 5.08
Ward 2	3	9,250	1:3,083	+ 6.78
Total	7	20,213		
Average			1:2,888	

Source: Electoral Commission SA , House of Assembly Roll (March 2024)
Council Voters Roll (March 2024)

8.5.3 Comments

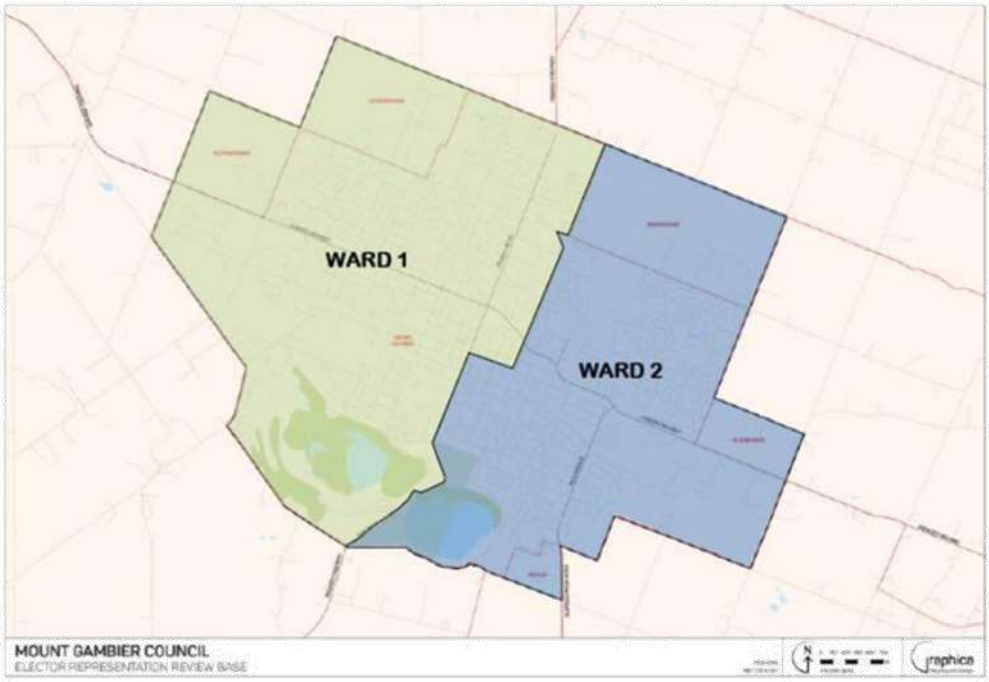
- A simple two-ward structure (north/south) based on seven (7) councillors.
- There are only nine (9) regional councils in the state that comprise seven (7) councillors (and five (5) councils that comprise six (6) councillors).
- The imbalance in the levels of ward representation may be perceived as favouring the communities within proposed Ward 1.
- The reduction in the number of councillors will provide some cost benefits (e.g. member's allowance of $19,110 pa).
- Whilst the proposed wards exhibit elector ratios which lay within the specified quota tolerance limits, the elector ratios are on the high side (in terms of the quota tolerance limits). As such, the structure may not be capable of sustaining significant population growth unless future growth occurs across the whole Council area).
- It is doubtful that the introduction of this ward structure will afford any practical benefits to the community.

8.6 Option 6 - Seven Councillors/Two Wards

8.6.1 Description

The division of the Council area into two (2) wards, with proposed Ward 1 being represented by four (4) councillors and proposed Ward 2 being represented by three (3) councillors.

The proposed ward boundary aligns with Gladigau Road, Crouch Street North, Alexandra Street and Bay Road.



8.6.2 Ward Representation

Ward	Councillors	Electors	Ratio	% Variance
Ward 1	4	11,361	1:2,840	- 1.64
Ward 2	3	8,852	1:2,951	+ 2.19
Total	7	20,213		
Average			1:2,888	

Source: Electoral Commission SA , House of Assembly Roll (March 2024)
Council Voters Roll (March 2024)

8.6.3 Comments

- This east/west division is a little awkward in its configuration and lacks a logical basis (other than to divide the Council area based on the distribution of elector numbers).
- The proposed wards exhibit elector ratios which lay comfortably within the specified quota tolerance limits. As such, the ward structure should be capable of sustaining reasonable population growth in both proposed wards.
- Again it is questionable whether this proposed ward structure will afford any real benefits to the community.

9. SUMMARY

The representation review being undertaken by the City of Mount Gambier must be comprehensive; open to scrutiny by, and input from, the local community; and, where possible, seek to improve elector representation. Further, Council must examine and, where necessary, identify amendments to its present composition and ward structure, with the view to achieving fair and adequate representation of all of the electors across the Council area.

At this early stage of the review process Council will have to make some "in principle" decisions in respect to its future composition, and the future division of the Council area into wards (if required). The proposal that Council desires to bring into effect at the next Local Government elections (November 2026) will need to be presented to the local community, for consideration and comment, in the prescribed " Representation Report".

The key issues of the review are the future composition and size of Council, and whether the Council area should be divided into wards, or alternatively whether the existing "no wards" structure should be retained.

The principal member of Council will be a **Mayor** elected by the community, as per the requirement of Section 51 of the Act. All elected members other than the principal member have to bear the title of councillor.

Area councillors represent the whole of the Council area and are generally associated with those Councils which have abolished wards. The alternative is a **ward councillor** who is specifically elected to represent a particular ward area. However, ward structures can also include area councillors (in addition to ward councillors) and this arrangement is unique to one council in South Australia (i.e. the City of Adelaide). It is considered that this office/form of elected member provides an unnecessary second tier of representation; affords few advantages; and comes at a financial cost. Further, ward councillors are generally quick to point out that they represent the Council area as a whole and participate equally in determining matters of council-wide importance that are presented before Council. It should also be noted that any contested elections (and/or supplementary elections) for the position(s) of area councillor have to be conducted across the Council area at a considerable cost to Council.

Whilst there is no formula that can be utilised to determine the appropriate **number of elected members**, Sections 11A, 26(1)(c) and 33 of the Act provide some guidance as they establish a 'member cap" of thirteen (including the Mayor); and/or specifically require Council to avoid over-representation in comparison to other councils of a similar size and type (at least in the longer term). Such a comparison has revealed that the current elector representation arrangements of Council compare favourably with those of similarly sized regional councils.

A reduction in the number of elected members warrants some consideration during the review.

However, there is little room to move and care must also be taken to ensure that any future Council will comprise sufficient elected members to adequately represent the community; meet its obligations in respect to its roles and responsibilities; afford sufficient lines of communication with a growing community; provide for a diverse range of skill sets, expertise, experience and opinions; and manage the workloads of the elected members.

Any proposal to increase the number of elected members must identify the benefits to the community and justify the additional commitment of resources. Given the aforementioned provisions of Sections 26(1)(c) and 33 of the Act (which require avoidance of over-representation), it is considered that any proposal to increase the number of elected members may likely be difficult to justify.

The Council area is currently **not divided into wards**, and this structure has been in place for fourteen years.

The "no wards" structure enables an elector to vote for all of the vacant positions on Council; ensures that the most supported candidates from across the Council area will be elected; and overcomes parochial ward attitudes. Wards can also be seen as an unnecessary division of the community, an assertion that has some basis given that ward councillors do not have to reside within the ward that they represent.

On the other hand, the **division of the Council area into wards** guarantees some level of direct representation of all parts of the Council area; enables ward councillors to focus on local as well as council-wide issues; prevents a single interest group from gaining considerable representation on Council; enables and attracts candidates to contest ward elections; reduces the cost and effort required to campaign at an election; and potentially provides cost savings to Council in regards the conduct of elections and supplementary elections.

Five (5) **ward structure options** have been presented as examples to demonstrate how the Council area can be divided into wards under circumstances whereby Council comprises seven and/or eight councillors. Whilst these ward structures exhibit ward elector ratios which lay within the specified quota tolerance limits, they demonstrate the difficulty of dividing a relatively small Council area into wards on a logical basis. In addition, it is considered questionable whether this proposed ward structures will afford any significant financial or practical benefits to the community.

As for the issue of **ward identification**, further consideration will have to be given to this matter later in the review process once it is known whether Council will be seeking to introduce wards or retain the existing "no wards" structure. Regardless, there are several conventional options in respect to ward identification, however, the allocation of names of local geographical and/or heritage significance may be the most appropriate.

The next step of the review process will be the preparation of a "Representation Report" which will present Council's preferred future composition and structure to the local community, for consideration and comment, as part of the prescribed public consultation stage of the review process.

19.6 NO PARKING BLACKWOOD STREET (NORTHERN AND SOUTHERN SIDES) FROM 7:30AM TO 9:30AM AND 2:00PM TO 5:00PM – REPORT NO. AR24/39904

Committee:	**Council**
Meeting Date:	**18 June 2024**
Report No.:	**AR24/39904**
CM9 Reference:	**AF23/328**
Author:	**Derek Ferguson, Team Leader General Inspectorate**
Authoriser:	**Jane Fetherstonhaugh, General Manager Corporate and Regulatory Services**
Summary:	**This report proposes the installation of no parking zones on Blackwood Street (northern and southern sides) between the hours of 7:30am to 9:30am and 2:00pm to 5:00pm**
Strategic Plan Reference:	**Goal 1: Our People** **Goal 2: Our Location** **Goal 3: Our Diverse Economy** **Goal 4: Our Climate, Natural Resources, Arts, Culture and Heritage** **Goal 5: Our Commitment**

REPORT RECOMMENDATION

1. That Council Report No. AR24/39904 titled 'No Parking Blackwood Street (Northern and Southern Sides) from 7:30am to 9:30am and 2:00pm to 5:00pm' as presented on 18 June 2024 be noted.
2. That the Traffic Impact Statement and proposed area shown on the aerial map attached to Report No AR24/39904, be endorsed.
3. That Council, in accordance with the power delegated by the Minister under Section 17 (1) and (2) of the Road Traffic Act (Instrument of Delegation dated 22 August 2013, resolves the following.

   Prohibited Area **NO PARKING**
   Ref No. 1.2.075
   BLACKWOOD STREET (Northern side) - From 10 metres to 73.3 metres east of the intersection with Oak Street.

   To apply from 7:30am to 9:30am and 2:00pm to 5:00pm

   Prohibited Area **NO PARKING**
   Ref No. 1.2.076
   BLACKWOOD STREET (Southern Side) - From 10 metres to 75.5 metres east of the intersection with Oak Street.

   To apply from 7:30am to 9:30am and 2:00pm to 5:00pm

TYPE OF REPORT

Other

BACKGROUND

At its meeting on 21 May 2024, Council reviewed a request from Hopgood's Bus Service to establish a no parking zone on Blackwood Street. The request was made in response to difficulties experienced by the bus service in exiting their premises due to the increased number of vehicles parked opposite their driveway.

At the meeting on 21 May 2024, Council resolved the following:

1. *That Council Report No. AR24/27329 titled 'Installation of No Parking Zones on Blackwood Street (Northern and Southern Sides)' as presented on 21 May 2024 be noted.*
2. *That additional information be sought regarding the parking restrictions and the extent of the zone.*
3. *That a further report is to be provided to Council.*

Following the above resolution, Council Officers engaged with local businesses in the street to identify the most effective solution to address the concerns raised in the request. The consensus was that implementing timed no parking zones during peak hours for Hopgood's Bus Service would be the most suitable approach to address the issues.

PROPOSAL

It is proposed to install no parking zones on both northern and southern sides of Blackwood Street, from 7:30am to 9:30am and 2:00pm to 5:00pm adjacent to Hopgood's Bus Service. The installation of no parking zones in the vicinity of Hopgood's Bus Service during these times is expected to have an impact on improving safety and reducing the risk of accidents or near misses.

With the limitation on parking vehicles on the street, there will be a reduced risk of collisions, improved visibility and reduced congestion which will enhance the overall safety and accessibility of the area.

LEGAL IMPLICATIONS

N/A

STRATEGIC PLAN

Goal 2 - Our People

2.1.1. Working with the community to ensure our CBD, health and education precincts, our streets and our public spaces are safe, inviting and support a positive image of the City of Mount Gambier.

COUNCIL POLICY

N/A

ECONOMIC IMPLICATIONS

N/A

ENVIRONMENTAL IMPLICATIONS

N/A

SOCIAL IMPLICATIONS

N/A

CULTURAL IMPLICATIONS

N/A

RESOURCE IMPLICATIONS

Regular monitoring and enforcement will be required to ensure compliance with the newly installed no parking zones on Blackwood Street.

VALUE FOR MONEY

N/A

RISK IMPLICATIONS

N/A

EQUALITIES AND DIVERSITY IMPLICATIONS

N/A

ENGAGEMENT AND COMMUNICATION STRATEGY

N/A

IMPLEMENTATION STRATEGY

Signage and line marking will be installed to ensure compliance with relevant regulations and standards.

CONCLUSION AND RECOMMENDATION

It is recommended that Council install no parking zones on both sides of Blackwood Street from 7:30am to 9:30am and 2:00pm to 5:00pm, to mitigate the risk caused by excessive street parking, which is compromising the safety of buses departing from the nearby bus depot during these times.

ATTACHMENTS

1. Aerial Photo - No Parking - Blackwood Street - (Northern and Southern Sides) from 7:30am to 9:30am and 2:00pm to 5:00pm ⇩
2. Traffic Impact Statement - Blackwood Street(Northern and Southern Sides) from 7:30am to 9:30am and 2:00pm to 5:00pm - No Parking ⇩
3. Letter of Support from Dream to Create ⇩
4. Submission from Hopgoods Bus Service ⇩

No Parking - Blackwood Street



15/05/2024, 4:04:49 pm

1:899
0 30 60 120 ft
0 10 20 40 m

Esri Community Maps Contributors, © OpenStreetMap, Microsoft, Esri, TomTom, Garmin, Foursquare, METI/NASA, USGS, Sources: Esri, Airbus DS, USGS, NGA, NASA, CGIAR, N Robinson, NCEAS, NLS, OS, NMA, Geodatastyrelsen, Rijkswaterstaat, GSA, Geoland, FEMA, Intermap and the GIS user community

TRAFFIC IMPACT STATEMENT

No Parking
Blackwood Street (Northern and Southern Sides)
From – 7 30am to 9 30am and 2pm to 5pm

Part A – Traffic Management

It is the view of the undersigned that the installation of No Parking Zones on Blackwood Street (Northern and Southern Sides) from 7 30am to 9 30am and 2pm to 5pm will not be detrimental to traffic management in the area.

Part B – Road Safety Effects

It is anticipated that the proposal will not have any negative impacts on road safety.

Conclusion

In the opinion of the undersigned that the installation of No Parking Zones on Blackwood Street (Northern and Southern Sides) from 7 30am to 9 30am and 2pm to 5pm will not be detrimental to traffic management in the area.

.....05/06/2024.

Abdullah MAHAMUD

MANAGER ENGINEERING, DESIGN AND ASSETS

4th June 2024

Ref. AF11/1855
DF

Dream to Create
Discover Your Ability and Bring Your Imagination to Life

20 Blackwood Street Mount Gambier SA 5290 ~Tel: 0403 622 680

General Inspectors
C/O Mount Gambier City Council
Email: city@mountgambier.sa.gov.au

Dear Sir/Madam,

Dream to Create has the premises at 20 Blackwood Street Mount Gambier, directly opposite Hopgoods Bus Service Pty Ltd.

We are aware that Hopgoods Bus Service wish to apply for a "No Parking" zone for specified times in the morning and afternoon on our side of Blackwood Street and "No Parking" zones on their side of Blackwood Street. I have been in communication with Angus Hopgood regarding their application and would like to offer a letter of support for their submission.

During the current calendar year we have been in ongoing communication with our clients and employees in asking that they park away from the bus driveway exit point. This is however an imperfect solution and we feel that a no parking zone for the times that the buses need access to the roadway would provide parking clarity and improve traffic congestion and traffic safety.

Yours Sincerely

Sharyn Coulter

Manager
Dream to Create
Tel: 0498 734 624
admin@dreamtocreate.com.au

Angus Hopgood

Hopgoods Bus Service Pty Ltd

Email: contact@hopgoodbuses.com.au

9th November, 2023

General Inspectors

C/O Mount Gambier City Council

Email: city@mountgambier.sa.gov.au

Dear Sir/Madam,

Hopgood's Bus Service has operated a school bus service from the corner of Oak Street and Blackwood street for the past 15 years. Historically this property has been a bus depot for approximately 50 years with other bus companies utilizing this address prior to ourselves.

In the past 12 months our bus drivers have encountered difficulties exiting our premises on Blackwood street due to an increase in parking opposite and next to our driveway. At times our drivers have needed to politely ask vehicle owners to move their cars so that we may exit the depot to start our school bus routes which are a time sensitive and important community service.

Employees from the disability support group "Dream to Create" opposite our premises have been very accommodating in encouraging their employees and clients to park downstream from our exit point however the overall increase in parking opposite our driveway remains an ongoing exit hazard impacting traffic flow and congestion.

We would like to request implementation of no parking zones opposite and next to our driveway that would allow our buses to safely exit our premises for the following reasons:

- Our buses are heavy vehicles and therefore drivers need more room to exit the premises and the occurrence of parked cars opposite and next to our driveway greatly increases the risk of collision and at times prevents our vehicles from safely exiting the premises.
- No parking zone would improve traffic flow and ease traffic congestion.
- No parking zone would provide guidance as to where vehicles could be safely parked.
- I have discussed implementation of no parking zones with the disability support group "Dream to Create" who have provided a letter of support which is attached to this proposal.

Attached to this submission is a map detailing where we would like to request implementation of no parking zones.

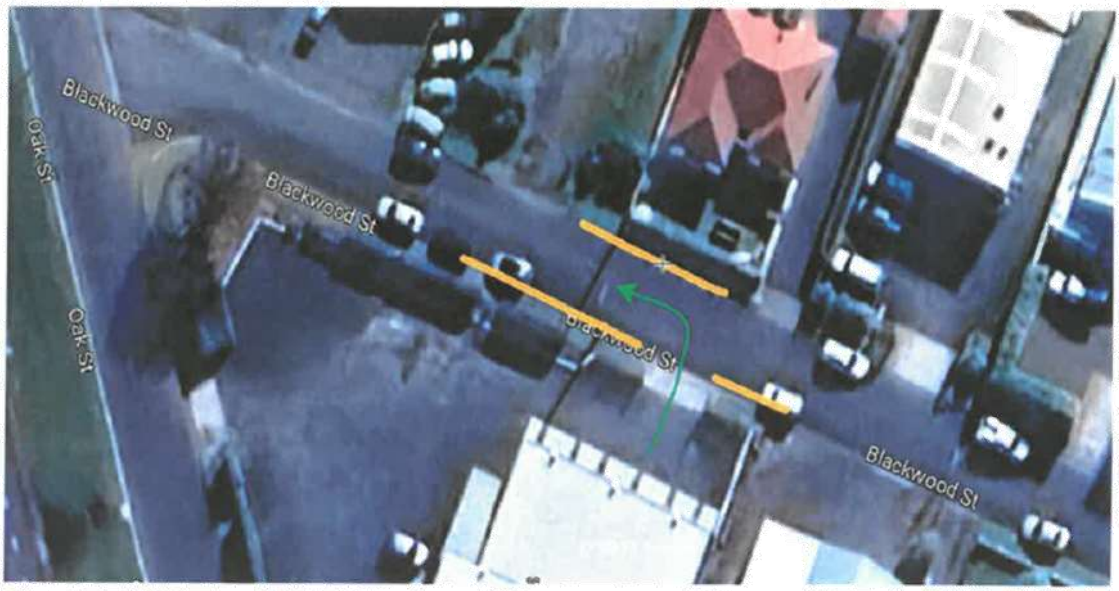
Yours Sincerely

Angus Hopgood

0407 065 434

Proposed "No Parking" zones

Blackwood Street, Mount Gambier



20 MOTIONS WITH NOTICE

20.1 NOTICE OF MOTION - CIVIC CENTRE

Meeting: **Council**

CM9 Reference: **AF23/328**

Member: **Paul Jenner, Councillor**

I, Councillor Paul Jenner, give notice that at the next Ordinary Meeting of Council to be held on 18 June 2024, I intend to move the following motion:

MOTION

1. That Council Report No. AR24/40625 titled 'Notice of Motion - Civic Centre' as presented on 18 June 2024 be noted.
2. That Council schedule an Information Briefing Session with the Chief Executive Officer and Chief Financial Officer of Country Arts to discuss the Civic Centre.

RATIONALE

As co-owners, and noting the increasing level of maintenance required for the Civic Centre building, it would be appropriate for the Elected Members to be briefed on the current and future priorities, including funding contributions from both parties required to manage the Civic Centre.

I commend this Notice of Motion to Council.

ATTACHMENTS

Nil

21 URGENT MOTIONS WITHOUT NOTICE

22 CONFIDENTIAL ITEMS OF COMMITTEES

Nil

23 NEW CONFIDENTIAL ITEMS

23.1 AF24/171 TENDER - PROCUREMENT - SUPPLY AND DELIVERY OF PREMIXED CONCRETE – REPORT NO. AR24/40482

CONSIDERATION FOR EXCLUSION OF THE PUBLIC

Pursuant to section 90(2) of the *Local Government Act 1999* the Council orders that all members of the public, except the Mayor, Councillors and (Council Officers) be excluded from attendance at the meeting for the receipt and consideration in confidence of Agenda Item 23.1 AR24/40482 AF24/171 Tender - Procurement - Supply and Delivery of Premixed Concrete.

The Council is satisfied that, pursuant to section 90(3) (k) of the Act, the information to be received, discussed or considered in relation to the Agenda Item is:

- tenders for the:
  - supply of goods, or
  - the provision of services, or
  - the carrying out of works

The Council is satisfied that the principle that the meeting be conducted in a place open to the public has been outweighed in the circumstances because tenders for the supply of goods, or the provision of services, or the carrying out of works.

CONSIDERATION FOR KEEPING ITEMS CONFIDENTIAL

1. In accordance with Sections 91(7) and 91(9) of the *Local Government Act 1999* the Council orders that the report 23.1 AR24/40482 AF24/171 Tender - Procurement - Supply and Delivery of Premixed Concrete and its attachments, resolution/s and minutes arising from the report, having been considered by the Council in confidence under Section 90(2) & (3) (k) be kept confidential and not available for public inspection until 12 months after the completion of the tender works, with the name of the successful tenderer and the tender contract value to be disclosed following execution of a contract.
2. Further that Council delegates the power to review, revoke, but not extend the confidential order to the Chief Executive Officer in accordance with the provisions of Section 91(9)(c) of the *Local Government Act 1999.*

23.2 VISITOR SERVICING MODEL - UPDATE – REPORT NO. AR24/31997

CONSIDERATION FOR EXCLUSION OF THE PUBLIC

Pursuant to section 90(2) of the *Local Government Act 1999* the Council orders that all members of the public, except the Mayor, Councillors and (Council Officers) be excluded from attendance at the meeting for the receipt and consideration in confidence of Agenda Item 23.2 AR24/31997 Visitor Servicing Model - Update.

The Council is satisfied that, pursuant to section 90(3) (b) and (d) of the Act, the information to be received, discussed or considered in relation to the Agenda Item is:

- information the disclosure of which could reasonably be expected to confer a commercial advantage on a person with whom the Council is
  - conducting business; or
  - proposing to conduct business; or
  - to prejudice the commercial position of the Council
- commercial information of a confidential nature (not being a trade secret) the disclosure of which could reasonably be expected:
  - to prejudice the commercial position of the person who supplied the information, or
  - to confer a commercial advantage on a third party

The Council is satisfied that the principle that the meeting be conducted in a place open to the public has been outweighed in the circumstances because the information to be considered includes information relating to the personal affairs of persons with whom Council is conducting business including information which is of a confidential commercial nature which, if disclosed, would prejudice the commercial position of the Council and other persons and could potentially confer advantage on a third party with whom Council is or is proposing to conduct business. The public interest in this matter being considered in open is considered to be outweighed by the public interest in protecting the commercial interests of Council and third parties and not conferring unfair advantage on third parties which could affect Council's capacity to achieve best value for the community.

CONSIDERATION FOR KEEPING ITEMS CONFIDENTIAL

1. In accordance with Sections 91(7) and 91(9) of the *Local Government Act 1999* the Council orders that the report 23.2 AR24/31997 Visitor Servicing Model - Update and its attachments, resolution/s and minutes arising from the report, having been considered by the Council in confidence under Section 90(2) & (3) (b) and (d) be kept confidential and not available for public inspection until until such time that the Umpherston Kiosk and Souvenirs lease has expired including any subsequent actions that might arise in association with these activities, with relevant resolutions to be released to affected parties as considered necessary by the Chief Executive Officer in order to give effect to the proposals contained in the report, and other resolutions to be released publicly as determined appropriate by the Chief Executive Officer as the activities in the report are implemented.
2. Further that Council delegates the power to review, revoke, but not extend the confidential order to the Chief Executive Officer in accordance with the provisions of Section 91(9)(c) of the *Local Government Act 1999.*

24 MEETING CLOSE

COMMITTEE MINUTES

AND

REPORTS / ATTACHMENTS

MINUTES OF CITY OF MOUNT GAMBIER
ORDINARY COUNCIL MEETING
HELD AT THE COUNCIL CHAMBER, CIVIC CENTRE, 10 WATSON TERRACE, MOUNT GAMBIER
ON TUESDAY, 21 MAY 2024 AT 6.00 P.M.

PRESENT: Mayor Lynette Martin (OAM), Cr Frank Morello, Cr Josh Lynagh, Cr Mark Lovett, Cr Max Bruins, Cr Paul Jenner, Cr Jason Virgo

OFFICERS IN ATTENDANCE:	Chief Executive Officer	- Mrs S Philpott
	General Manager City Infrastructure	- Ms B Cernovskis
	General Manager Corporate and Regulatory Services	- Mrs J Fetherstonhaugh
	Manager Financial Services	- Mrs J Scoggins
	Manager Economy, Strategy and Engagement	- Mrs B Shearing
	Manager Operations Infrastructure	- Mr K Manarangi
	Manager Waste, ReUse and Environment	- Mr J Martin
	Manager Engineering, Design & Assets	- Mr A Mahmud
	Manager Organisational Development	- Ms L Little
	Media and Communications Coordinator	- Ms S McLean
	Executive Administrator	- Ms T Chant

1 ACKNOWLEDGEMENT OF COUNTRY

WE ACKNOWLEDGE THE BOANDIK PEOPLES AS THE TRADITIONAL CUSTODIANS OF THE LAND WHERE WE MEET TODAY. WE RESPECT THEIR SPIRITUAL RELATIONSHIP WITH THE LAND AND RECOGNISE THE DEEP FEELINGS OF ATTACHMENT OUR FIRST NATIONS PEOPLES HAVE WITH THE LAND.

2 APOLOGIES

RESOLUTION 2024/93

Moved: Cr Frank Morello
Seconded: Cr Mark Lovett

That the apology(ies) from Cr Kate Amoroso and Cr Sonya Mezinec be received.

CARRIED

3 LEAVE OF ABSENCE

Nil

4 CONFIRMATION OF COUNCIL MINUTES

RESOLUTION 2024/94

Moved: Cr Max Bruins
Seconded: Cr Josh Lynagh

That the minutes of the Ordinary Council meeting held on 16 April 2024 be confirmed as an accurate record of the proceedings of the meeting.

CARRIED

5 MAYORAL REPORT

5.1 MAYORAL REPORT - MAY 2024

- Meeting with Adrian Maywald – Executive Officer, LCLGA
- Mount Gambier 2035 – Meeting with Hon Ben Hood MLC, CEO Sarah Philpott and Manager Strategic Projects, Tegan McPherson
- Meeting with Mr Andrew van den Hurk – Mount Gambier & District Tennis Association, Tony Pasin MP, and CEO Sarah Philpott
- ANZAC Accolade – Wreath Laying Ceremony
- Meeting with Minister Scriven and CEO, Sarah Philpott
- Citizenship Ceremony
- LCLGA General Meeting & Strategic Planning Workshop
- Radio Interview with Llew Jones – 5GTR FM
- Meeting with Doug Mullen – Active8 Complex, and GMCRS Jane Fetherstonhaugh
- Photo opportunity with Troy Bell MP – Before the Bounce
- Meeting with Minister Koutsantonis MP (virtual)
- Meeting with Aboriginal Community Controlled Organisations
- Elected Member Briefing – Unsolicited Proposal
- Elected Member Briefing - Mount Gambier 2035 Update
- Meeting with Adrian Maywald – Executive Officer, LCLGA
- ANZAC Day Dawn Service, March and Wreath Laying Ceremony
- Meeting with Wayne Henry and Duncan Lock of Evergreen Built and CEO Sarah Philpott
- Mount Gambier History Group – Unveiling of Plaque of Carl Gustav Adolph Seigmund – designer of the Centenary Tower
- Meeting with Brad Shannon – Ramsay Avenue Traffic Management
- District Council of Grant Citizenship Ceremony
- Meeting with Enel Green Power
- Elected Member Briefing – Annual Business Plan and Budget Workshop 3
- Meeting with Basketball Mt Gambier, CEO Sarah Philpott, GMCI Barbara Cernovskis and GMCRS Jane Fetherstonhaugh
- Limestone Coast Family Violence Action Group Vigil
- Adelaide University Regional Engagement & Delivery Hubs Online Workshop (virtual)
- LCLGA Mayors Special Meeting (virtual)
- UniSA Graduation Ceremony
- Mount Gambier 2035 – Community Panel Session 1
- Generations in Jazz – National Stage Awards and Vocal Ensemble Awards, VIP Gala Dinner, Awards Ceremony and Concert

- Meeting with Adrian Maywald – Executive Officer, LCLGA
- Elected Member Briefing – Long Term Financial Plan and Infrastructure Asset Management Plans
- LCLGA Executive Officer Performance Review discussion with LCLGA Mayors
- Flag Raising Ceremony – World Red Cross Day
- LCLGA Mayors Catch up (virtual)
- Hype Dance 2024 Debutante Ball
- Mount Gambier 2035 Community Panel Session 2
- Meeting with Lauren Oxlade and Evan Flint – RDALC and CEO Sarah Philpott
- Confidential Elected Member Briefing – Budget and Waste Update
- Elected Member Briefing – Elector Representation Review
- Elected Member Briefing – Crater Lakes Trails Plan Update
- LGA Constitution Review Phase 2 Mayors Consultation – with LCLGA
- Special LCLGA Board meeting
- SAROC Meeting
- Volunteers Morning Tea
- Engagement meeting with ESCOSA
- Launch of RAA Charging Station
- Follow up meeting with Minister Koutsantonis
- Confidential Elected Member Briefing – Native Title Update

RESOLUTION 2024/95

Moved: Mayor Lynette Martin
Seconded: Cr Jason Virgo

That the Mayoral report made on 21 May 2024 be received.

CARRIED

6 REPORTS FROM COUNCILLORS

Cr Josh Lynagh Citizenship Ceremony

Cr Jason Virgo Men's Shed cluster, Community Panel 2035.

Cr Paul Jenner Citizenship Ceremony – City Hall, Public Lighting Working Group, Makers and Farmers Market – Cave Gardens, ANZAC Day dawn service – Vansittart Park, Boer War Memorial – Bay Road, Community Panel 2035 – City Hall – Session 2 – Morning, Alex Roberts 100 Mile Road Race – Cycling from Millard Street, saw cars in the RAA charging station today using the Sturt Street facility, Volunteers Morning Tea in City Hall.

Cr Max Bruins Men's Shed cluster gathering.

RESOLUTION 2024/96

Moved: Cr Max Bruins
Seconded: Cr Jason Virgo

That the reports made by Councillors on 21 May 2024 be received.

CARRIED

7 QUESTIONS WITH NOTICE

7.1 QUESTION WITH NOTICE - STRATEGIC PROJECTS

The following question on notice was received from Councillor Paul Jenner.

Question

A lot of work has been made on putting the budget together and Council acknowledges the three strategic projects – Asset Management Plan, Business System and Workforce Plans.

Please update the chamber on how these projects will benefit both Council and the community.

Response

General Manager Corporate and Regulatory Services provided the following response:

1. Asset Management Plan

- The Asset Management Plan (AMP) provides a comprehensive framework for managing council assets, leading to more informed and strategic decision-making.
- By maintaining and managing assets proactively, the AMP helps reduce long-term costs associated with repairs and maintenance
- The plan identifies potential risks and outlines mitigation strategies, ensuring that assets are safe and reliable.
- Efficient asset management means better maintained public facilities, roads, parks, and utilities, enhancing the overall quality of life.
- Regular maintenance and timely upgrades reduce the risk of asset failures, ensuring public safety.
- The community benefits from increased transparency regarding how public funds are used to maintain and improve local infrastructure.

2. Business System

- The business systems project will streamline internal processes, reducing paperwork and manual tasks, and improving overall productivity.

- Enhanced data collection and analysis capabilities will support better planning and resource allocation.
- An integrated business system ensures that various departments can work seamlessly together, using one source of truth.
- A modern business system can offer improved online services, making it easier for residents to access information and perform transactions with the council.
- Enhanced data analytics will enable the council to identify and address community needs more swiftly and effectively.

3. Workforce Plans

- The Workforce planning and service review will ensure that services align with the council's strategic goals and long-term vision, supporting sustainable development and growth
- It will ensure that that the right number of employees with the appropriate skills are in place, optimizing staffing levels and reducing unnecessary labor costs.
- Succession planning by preparing for future leadership needs will ensure continuity and stability within the council.
- Reviews can introduce innovative practices and technologies, improving overall service efficiency and effectiveness.

In summary, these strategic projects are critical in driving efficiency, improving service delivery, and ensuring sustainable development, ultimately benefiting both the Council and the community.

7.2 QUESTION WITH NOTICE – SA WATER

The following question on notice was received from Councillor Max Bruins.

Question

Have SA Water put a pause on all new major subdivision / development work in the City of Mount Gambier due to the sewer system being at capacity?

If so, when were council informed of this and what is being done to fix the issue which will have massive impacts on future growth of the city and the building industry.

Response

Chief Executive Officer provided the following response:

On receipt of the question on notice for the agenda, I contacted SA Water about the issue being raised by developers.

The advice which SA Water has provided is that Finger Point Wastewater Treatment Plan continues to safely accept and treat sewage from business and homes in Mount Gambier. They flagged that there is a high volume of wastewater applications not only in Mount Gambier but across the State and that, while development applications continue to be received and reviewed, their capacity to process applications has been impacted by that high volume. Further, SA Water advises that they are also underway on a Master Plan for Mount Gambier which considers growth scenarios for the next 30 years.

In relation to specifics, SA Water reports that there are some applications on the edges of the existing network, and require new infrastructure to provide water and waste water services. Some existing approvals may require an assessment if the nature of the development changes over time, or if the network usage has changed since initial pre-approval discussions.

Until this issue was raised, the Executive Team was unaware of the concerns, however, we started to receive informal communication about the concerns around the same time, including receiving an

email documenting the concerns. We will continue to liaise with SA Water about the general issue and also the specifics where appropriate. We will keep in touch with the Office of Troy Bell as well given his advocacy for the same issue. We have also been in discussions with the new Housing Infrastructure Planning Development Unit, who are also working on behalf of the state to support underlying infrastructure for housing.

8 QUESTIONS WITHOUT NOTICE

Nil resolved

9 PETITIONS

Nil

10 DEPUTATIONS

Nil

11 NOTICE OF MOTION TO RESCIND OR AMEND

Nil

12 ELECTED MEMBERS INFORMATION BRIEFING SESSIONS

12.1 ELECTED MEMBER INFORMATION/BRIEFING SESSIONS FROM 15/04/2024 TO 17/05/2024

RESOLUTION 2024/97

Moved: Cr Max Bruins
Seconded: Cr Josh Lynagh

1. That Council Report No. AR23/81513 titled 'Elected Member Information/Briefing Sessions from 15/04/2024 to 17/05/2024' as presented on 21 May 2024 be noted.

CARRIED

13 ELECTED MEMBERS TRAINING AND DEVELOPMENT

Nil

14 COUNCIL ACTION ITEMS

14.1 COUNCIL ACTION ITEMS - 16/04/2024

RESOLUTION 2024/98

Moved: Cr Frank Morello
Seconded: Cr Mark Lovett

1. That Council Report No. AR23/81539 titled 'Council Action Items - 16/04/2024' as presented on 21 May 2024 be noted.

CARRIED

15 JUNIOR SPORTS ASSISTANCE (SECTION 41) COMMITTEE MINUTES AND RECOMMENDATIONS

Nil

16 AUDIT AND RISK COMMITTEE MINUTES AND RECOMMENDATIONS

Nil

17 CHIEF EXECUTIVE OFFICER PERFORMANCE REVIEW COMMITTEE MINUTES AND RECOMMENDATIONS

17.1 MINUTES OF THE CHIEF EXECUTIVE OFFICER PERFORMANCE REVIEW COMMITTEE HELD ON 16 APRIL 2024

RESOLUTION 2024/99

Moved: Cr Max Bruins
Seconded: Cr Mark Lovett

That the Minutes of the Chief Executive Officer Performance Review Committee meeting held on 16 April 2024 as attached be noted.

CARRIED

18 BUILDING FIRE SAFETY COMMITTEE MINUTES

Nil

19 COUNCIL REPORTS

19.1 BUDGET REVIEW 3 2023/2024

RESOLUTION 2024/100

Moved: Cr Max Bruins
Seconded: Cr Jason Virgo

1. That Council Report No. AR24/31602 titled ‘Budget Review 3 2023/2024’ as presented on 21 May 2024 be noted.
2. That Council adopts the revised budget for the year ending 30 June 2024 as at 31 March 2024 (Budget Review 3) as attached to Report No. AR24/31602.

CARRIED

19.2 DRAFT 2024/2025 ANNUAL BUSINESS PLAN AND BUDGET FOR PUBLIC CONSULTATION

RESOLUTION 2024/101

Moved: Cr Paul Jenner
Seconded: Cr Mark Lovett

1. That Council Report No. AR24/31975 titled 'Draft 2024/2025 Annual Business Plan and Budget for Public Consultation' as presented on 21 May 2024 be noted.
2. That Council endorse the 2024/2025 Draft Annual Business Plan and Budget for public consultation as attached to Report No. AR24/31975.
3. That Council authorises the Chief Executive Officer to make any necessary changes to the draft 2024/2025 Annual Business Plan and Budget document arising from this meeting, together with any editorial amendments and finalisation of the document's formatting and graphic design.
4. That a Special Council meeting be scheduled for Tuesday 18 June 2024 at 5:00pm at which members of the public may ask questions and make submissions on the draft 2024/2025 Annual Business Plan and Budget as part of its public consultation activities.

CARRIED

19.3 DRAFT LONG TERM FINANCIAL PLAN FOR PUBLIC CONSULTATION

RESOLUTION 2024/102

Moved: Cr Paul Jenner
Seconded: Cr Max Bruins

1. That Council Report No. AR24/32051 titled 'Draft Long Term Financial Plan for Public Consultation' as presented on 21 May 2024 be noted.
2. That Council endorse the Draft Long Term Financial Plan 2025-2034 as attached to Report No. AR24/32051 for community consultation.
3. Authorises the Chief Executive Officer to make any necessary changes to the draft Long Term Financial Plan 2025-2034 document arising from this meeting, together with any editorial amendments and finalisation of the document's formatting and graphic design.

CARRIED

19.4 DRAFT ASSET MANAGEMENT PLANS (AMPS) 2025-2034 FOR PUBLIC CONSULTATION

RESOLUTION 2024/103

Moved: Cr Paul Jenner
Seconded: Cr Max Bruins

1. That Council Report No. AR24/32627 titled 'Draft Asset Management Plans (AMPS) 2025-2034 for Public Consultation' as presented on 21 May 2024 be noted.
2. That Council endorse the following Draft Asset Management Plans 2025-2034 for community consultation:
   - Draft Asset Management Summary 2025-2034
   - Draft Infrastructure Asset Management Plan 2025-2034
   - Draft Plant and Equipment Asset Management Plan 2025-2034
   - Draft Buildings and Structures Asset Management Plan 2025-2034
3. That Council authorises the Chief Executive Officer to make any necessary changes to the draft Asset Management Plans 2025-2034 documents arising from this meeting, together with any editorial amendments and finalisation of the document's formatting and graphic design.

CARRIED

Cr Mark Lovett left the meeting at 7:05 pm

19.5 ADOPTION OF SCHEDULE OF FEES AND CHARGES 2024/2025

RESOLUTION 2024/104

Moved: Cr Paul Jenner
Seconded: Cr Max Bruins

1. That Council Report No. AR24/20873 titled 'Adoption of Schedule of Fees and Charges 2024/2025' as presented on 21 May 2024 be noted.
2. Council notes there are three fee authority categories: Statutory, Delegation and Council.
3. Council adopts the fees and charges set by Council included in the Schedule of Fees and Charges (Attachment 1)
4. Council notes the fees and charges set under delegation included in the Schedule of Fees and Charges (Attachment 1)
5. Council notes that the 12 new fees and charges for the Institute Building and 1 new fee for dog adoption as included in the Schedule of Fees and Charges (Attachment 1) will be effective immediately.
6. Council notes the fees and charges set by statute as contained in the Schedule of Fees and Charges (Attachment 1). These fees will be updated once gazetted.
7. That Council authorises the Chief Executive Officer or Delegate to make any necessary changes to the Schedule of Fees and Charges 2024/2025 arising from this meeting, together with any editorial amendments and changes that do not materially alter the integrity of the document.
8. That a further workshop be held on the Schedule of Fees and Charges before the end of this Calendar Year.

CARRIED

Cr Mark Lovett returned to the meeting at 7:06 pm

19.6 GRANTS AND SPONSORSHIP POLICY

RESOLUTION 2024/105

Moved: Cr Josh Lynagh
Seconded: Cr Frank Morello

1. That Council Report No. AR24/32700 titled 'Grants and Sponsorship Policy' as presented on 21 May 2024 be noted.
2. That the Grants and Sponsorship Policy as attached to Report AR24/32700 (Attachment 1) be endorsed to take effect from 1 July 2024.
3. That Policy D230 Donations Authority to Approve Requests be rescinded.
4. That the Grants and Sponsorship Assessment Panel Terms of Reference as attached to Report AR24/32700 (Attachment 2) be endorsed.

5. That Cr. Josh Lynagh and Cr Frank Morello be appointed to the Assessment Panel which expires November 2026 in line with Local Government Council Elections.

CARRIED

19.7 COMMUNITY PARTNER PROPOSAL 2024/2025 - PIONEERS BASKETBALL CLUB

RESOLUTION 2024/106

Moved: Cr Paul Jenner
Seconded: Cr Max Bruins

1. That Council Report No. AR24/32705 titled 'Community Partner Proposal 2024/2025 - Pioneers Basketball Club' as presented on 21 May 2024 be noted.
2. That Council only consider financial support for the current 2024 Pioneers season.
3. That Council increase the financial support for the Pioneers Basketball Club 2024 season by $15,000 to an amount of $40,000 out of the current budget.
4. That an Elected Member workshop be scheduled to be conducted before the end of November 2024 to discuss Councils overall contribution to the Pioneers Basketball Club sponsorship and access to Wulanda, including representatives of Pioneers and Belgravia attending as appropriate to provide Council information.

CARRIED

19.8 QUARTERLY UPDATE - CITY OPERATIONS INFRASTRUCTURE - WORKS IN PROGRESS

RESOLUTION 2024/107

Moved: Cr Paul Jenner
Seconded: Cr Mark Lovett

1. That Council Report No. AR24/11518 titled 'Quarterly Update - City Operations Infrastructure - Works in Progress' as presented on 21 May 2024 be noted.

CARRIED

19.9 WASTE ACTIVITIES AND MASTER PLANNING

RESOLUTION 2024/108

Moved: Cr Paul Jenner
Seconded: Cr Frank Morello

1. That Council Report No. AR24/33573 titled 'Waste Activities and Master Planning' as presented on 21 May 2024 be noted.

CARRIED

19.10 DRAFT LOCAL AFFORDABLE HOUSING PLAN

RESOLUTION 2024/109

Moved: Cr Josh Lynagh
Seconded: Cr Frank Morello

1. That Council Report No. AR24/29427 titled 'Draft Local Affordable Housing Plan' as presented on 21 May 2024 be noted.
2. That Council endorses the Draft Local Affordable Housing Plan as attached and the commencement of community consultation.
3. That a report be presented back to Council to consider the community feedback.

CARRIED

19.11 RAILWAY LANDS PLAY SPACE - LEARN TO RIDE SPACE

RESOLUTION 2024/110

Moved: Cr Frank Morello
Seconded: Cr Max Bruins

1. That Council Report No. AR24/30771 titled 'Railway Lands Play Space - Learn to Ride Space' as presented on 21 May 2024 be noted.
2. That the concept plan of the Learn to Ride space as attached to this report AR24/30771 be referred to a council briefing before the June council meeting.
3. That the Youth Space concept plan and Nature Play concept plan be referred to a future Council Meeting.
4. That Council appropriately commemorates the contribution made by Mount Gambier Out of School Hours Care to the project.

CARRIED

Pursuant to Section 74 of the Local Government Act 1999, Cr Josh Lynagh disclosed a general conflict of interest in Item 19.12.

In accordance with Section 75B Cr Josh Lynagh informed the meeting:

Nature of Interest:

The news outlet I manage, Limestone Coast Community News, is mentioned by a number of respondents in the survey.

Intention to Participate:

I intend to stay in the meeting and vote on the matter. I will not second or move the motion or engage in discussion or debate on the matter.

Reason for Participating:

The action that I am taking is sufficient to address and deal with my conflict adequately by not moving or seconding the motion or speaking to the motion. I intend to vote and represent the community with my vote as I feel that is important.

In accordance with Section 75B of the Local Government Act 1999 Cr Josh Lynagh remained in the meeting for Item 19.12.

Having participated in the meeting for 19.12 Cr Josh Lynagh voted in favour of the motion.

19.12 COMMUNICATIONS SURVEY RESULTS AND DRAFT MEDIA AND COMMUNICATIONS STRATEGY

RESOLUTION 2024/111

Moved: Cr Mark Lovett
Seconded: Cr Paul Jenner

1. That Council Report No. AR24/33742 titled 'Communications Survey Results and Draft Media and Communications Strategy' as presented on 21 May 2024 be noted.
2. That the Media and Communications Strategy, as attached to Council Report No. AR24/33742 be endorsed.

CARRIED

Pursuant to Section 74 of the Local Government Act 1999, Cr Josh Lynagh disclosed a general conflict of interest in Item 19.13.

In accordance with Section 75B Cr Josh Lynagh informed the meeting:

Nature of Interest:

I work casually for the State Minister for Regional Development and this motion relates to the Federal department of Regional Development.

Intention to Participate:

I intend to stay in the meeting and vote on the matter. I will not move or second the motion or speak on the matter.

Reason for Participating:

The action that I am taking is sufficient to address and deal with my conflict adequately by not moving or seconding the motion or speaking to the motion. I intend to vote and represent the community with my vote as I feel that is important.

In accordance with Section 75B of the Local Government Act 1999 Cr Josh Lynagh remained in the meeting for Item 19.13.

Having participated in the meeting for <enter Item No> Cr Josh Lynagh voted in favour of the motion.

19.13 STANDING COMMITTEE ON REGIONAL DEVELOPMENT, INFRASTRUCTURE AND TRANSPORT NATIONAL INQUIRY INTO LOCAL GOVERNMENT SUSTAINABILITY - DRAFT SUBMISSION

RESOLUTION 2024/112

Moved: Cr Frank Morello
Seconded: Cr Max Bruins

1. That Council Report No. AR24/30011 titled 'Standing Committee on Regional Development, Infrastructure and Transport National Inquiry into Local Government Sustainability - Draft Submission' as presented on 21 May 2024 be noted.
2. Council approves the submission as attached to this report, with the CEO authorised to make changes to the submission arising from feedback given at the meeting, and to make minor typographical corrections that do not materially impact the intention of the submission

CARRIED

19.14 INSTALLATION OF NO PARKING ZONES ON BLACKWOOD STREET (NORTHERN AND SOUTHERN SIDES)

RESOLUTION 2024/113

Moved: Cr Paul Jenner
Seconded: Cr Mark Lovett

1. That Council Report No. AR24/27329 titled 'Installation of No Parking Zones on Blackwood Street (Northern and Southern Sides)' as presented on 21 May 2024 be noted.
2. That additional information be sought regarding the parking restrictions and the extent of the zone.
3. That a further report is to be provided to Council.

.**CARRIED**

19.15 INSTALLATION OF 4 DISABLED PERMIT PARKING ZONES IN THE STURT STREET CARPARK (NORTHERN SIDE)

RESOLUTION 2024/114

Moved: Cr Jason Virgo
Seconded: Cr Paul Jenner

1. That Council Report No. AR24/27406 titled 'Installation of 4 Disabled Permit Parking Zones in the Sturt Street Carpark (Northern Side)' as presented on 21 May 2024 be noted.
2. That the Traffic Impact Statement attached to Report No AR24/27406, be endorsed.
3. That Council in accordance with the power delegated by the minister under Section 17 (1) and (2) of the Road Traffic Act (Instrument of Delegation dated 22 August 2013, resolves the following.

   Prohibited Area **DISABLED PERMIT PARKING**
   Ref No. 2.3.107

   STURT STREET CARPARK (Northern side) - 4 Disabled Permit Parking Zones

   To apply at all times

CARRIED

19.16 INSTALLATION OF A 1 HOUR PARKING ZONE ON COMMERCIAL STREET EAST (SOUTHERN SIDE)

RESOLUTION 2024/115

Moved: Cr Frank Morello
Seconded: Cr Jason Virgo

1. That Council Report No. AR24/29308 titled 'Installation of a 1 Hour Parking Zone on Commercial Street East (Southern Side)' as presented on 21 May 2024 be noted.

2. That the Traffic Impact Statement and proposed area shown on the aerial map attached to Report No AR24/29308, be endorsed.

3. That Council, in accordance with the power delegated by the Minister under Section 17 (1) and (2) of the Road Traffic Act (Instrument of Delegation dated 22 August 2013, resolves the following.

Prohibited Area **1 HOUR PARKING**
Ref No. 3.3.210

COMMERCIAL STREET EAST (Southern Side) – From 12 metres to 18 metres West of the Intersection with Krummel Street.

To apply between 8.00am and 5.00pm Monday to Friday / 8.00am and 12 noon Saturday

CARRIED

19.17 POLICY REVIEWS

RESOLUTION 2024/116

Moved: Cr Max Bruins
Seconded: Cr Josh Lynagh

1. That Council Report No. AR24/33626 titled 'Policy Reviews' as presented on 21 May 2024 be noted.
2. The policies as attached to Report No. AR24/33626 be endorsed:
   - Council Policy O110 - Order Making
   - Council Policy R180 - Records Management
3. The new Council Policy - Library Collection Development as attached to Report No. AR24/33626 be endorsed.
4. That the following policies as attached to Report No. AR24/33626 be revoked having been replaced by the new Council Policy - Library Collection Development:
   - Council Policy H120 - Historical Matters - Collection
   - Council Policy H125 - Historical Matters - Copyright - Les Hill Collection
5. That the Chief Executive Officer or Delegate be authorised to make any necessary changes to policies arising from this meeting, together with any typographical corrections, amendments to position or organisation titles, and finalisation of the document's formatting that do not materially alter the integrity of the document.

CARRIED

19.18 REVIEW OF COUNCIL DELEGATIONS UPDATE - MAY 2024

RESOLUTION 2024/117

Moved: Cr Mark Lovett
Seconded: Cr Frank Morello

1. That Council Report No. AR24/20938 titled 'Review of Council Delegations Update - May 2024' as presented on 21 May 2024 be noted.

2. That Council grants the delegation of powers and functions of the Council as provided for in the tables accompanying Council Report No. AR24/20938 to the person occupying or acting in the office of Chief Executive Officer of the Council pursuant to section 44 of the Local Government Act 1999.

3. The delegations granted in resolution (2) above pursuant to:

   (a) the Local Government Act to the Council's Chief Executive Officer, in accordance with sections 44(4)(b) and 101 of the Local Government Act, but subject to section 44(3a) of the Local Government Act

   may, unless indicated by resolution or in the tables accompanying Council Report No. AR24/20938, be further sub-delegated by the Chief Executive Officer or delegate.

   Noting: no sub-delegation is permitted under the Environment Protection Act.

4. Planning, Development and Infrastructure Act Delegations

   (a) In exercise of the power contained in Section 44 of the Local Government Act 1999 the powers and functions under the Planning, Development and Infrastructure Act 2016 and statutory instruments made thereunder contained in the table accompanying Report No. AR24/20938 titled *'Provisions - Planning Instrument A'*) are hereby delegated to the person occupying or acting in the office of Chief Executive Officer of the Council subject to the conditions and/or limitations, if any, specified herein or in the Schedule of Conditions in the proposed Instrument of Delegation.

   (b) Such powers and functions delegated in resolution 4 (a) may be further sub-delegated by the Chief Executive Officer in accordance with Sections 44 and 101 of the Local Government Act 1999 and Section 100(2)(c) of the Planning, Development and Infrastructure Act 2016 as the Chief Executive Officer sees fit, unless otherwise indicated herein or in the Schedule of Conditions contained in the relevant Instrument of Delegation;

5. General

   The delegations granted in resolutions (2) to (4) above are subject to the following conditions and limitations:

   (a) If two or more delegates are nominated in respect of a power or function, then each nominated person or position is granted a delegation and may exercise the power or function independently of any other delegate.

   (b) the delegate must exercise a delegated function or power in accordance with and due regard to:

      (i) applicable legislative and other legal requirements; and

      (ii) relevant policies and guidelines adopted by the Council.

   (c) in regard to the following delegations under the Local Government Act:

      (i) section 133: the power to obtain funds does not extend to imposing rates, borrowing money or obtaining other forms of financial accommodation or fixing or varying fees under sections 188(1)(d) to 188(1)(h) of the Local Government Act;

      (ii) section 137: the power to expend funds in the performance or discharge of the council's powers, functions or duties in accordance is limited to funds allocated as part of a budget adopted by the council and the financial sub-delegation limitations set by the Chief Executive Officer;

(iii) section 143(1): the power to write off debts is limited to debts not exceeding $5,000;

(iv) section 188(3): the powers in regard to fees and charges are limited to fees and charges imposed under sections 188(1)(a), 188(1)(b) and 188(1)(c);

(d) Each delegation of a power or function is granted independent of, and severable from, every other delegation granted under this or any other resolution or instrument.

(e) A delegation of a power or function determined to be invalid or unlawful will be deemed to be severed from the delegations granted under this or any other resolution or instrument and remaining delegations will continue to operate according to their terms.

(f) These delegations will come into operation on Wednesday 22 May 2024 and remain in force until varied or revoked by resolution of the Council.

(g) Previous delegations granted by the Council of the powers and functions delegated under these resolutions are revoked with effect from Wednesday 22 May 2024.

CARRIED

20 MOTIONS WITH NOTICE

Nil

21 MOTIONS WITHOUT NOTICE

21.1 MOTIONS WITHOUT NOTICE – SA WATER

RESOLUTION 2024/118

Moved: Cr Max Bruins
Seconded: Cr Mark Lovett

1. That Council write to David Ryan - CEO of SA Water, seeking information as to why SA Water have provided no previous indication that the sewerage system in the City of Mt Gambier was as perilously close to reaching capacity and what emergency action are they taking to rectify the situation so as to not adversely affect the growth of the City of Mt Gambier.

2. That Council write to Premier Peter Malinauskas, Nick Champion MP – Minister for Housing & Urban Development, Housing Infrastructure and Planning and Stephen Mullighan MP - Treasurer, seeking information as to how the SA Water forward infrastructure planning could be handled so poorly that we find ourselves in the current situation which will have devastating financial implications across our city for years to come and what plans the government have to rectify the situation.

3. That the Mayor, CEO & Manager of Development Services urgently request a meeting with Mr Troy Bell MP (Member for Mt Gambier) & Mr Nick McBride (Member for MacKillop) to discuss the matter in detail and work collaboratively in forming a plan to rectify the situation.

CARRIED

22 CONFIDENTIAL ITEMS OF COMMITTEES

22.1 CONFIDENTIAL ITEMS OF THE CHIEF EXECUTIVE OFFICER PERFORMANCE REVIEW COMMITTEE HELD ON 16 APRIL 2024

22.2 INDEPENDENT SPECIALIST SUPPORT SELECTION – REPORT NO. AR24/24508

RESOLUTION 2024/119

Moved: Cr Jason Virgo
Seconded: Cr Frank Morello

CONSIDERATION FOR EXCLUSION OF THE PUBLIC

Pursuant to section 90(2) of the *Local Government Act 1999* the Council orders that all members of the public, except the Mayor, Councillors and Council Officers, S Philpott, B Cernovskis, J Fetherstonhaugh, J Scoggins, S McLean and T Chant be excluded from attendance at the meeting for the receipt and consideration in confidence of Agenda Item 22.2 AR24/24508 Independent Specialist Support Selection.

The Council is satisfied that, pursuant to section 90(3) (b) and (d) of the Act, the information to be received, discussed or considered in relation to the Agenda Item is:

- information the disclosure of which could reasonably be expected to confer a commercial advantage on a person with whom the Council is
  - conducting business; or
  - proposing to conduct business; or
  - to prejudice the commercial position of the Council

  In addition, the disclosure of this information would, on balance, be contrary to the public interest. The public interest in public access to the meeting has been balanced against the public interest in the continued non-disclosure of the information. The benefit to the public at large resulting from withholding the information outweighs the benefit to it of disclosure of the information.
- commercial information of a confidential nature (not being a trade secret) the disclosure of which could reasonably be expected:
  - to prejudice the commercial position of the person who supplied the information, or
  - to confer a commercial advantage on a third party

  In addition, the disclosure of this information would, on balance, be contrary to the public interest. The public interest in public access to the meeting has been balanced against the public interest in the continued non-disclosure of the information. The benefit to the public at large resulting from withholding the information outweighs the benefit to it of disclosure of the information.

The Council is satisfied that the principle that the meeting be conducted in a place open to the public has been outweighed in the circumstances because relates to consideration of submissions for the provision of consultancy services which includes commercial information the disclosure of which would confer benefit on third parties and prejudice the commercial position of Council in obtaining best value on behalf of the community.

CARRIED

CONSIDERATION FOR KEEPING ITEMS CONFIDENTIAL

1. In accordance with Sections 91(7) and 91(9) of the *Local Government Act 1999* the Council orders that the report 22.2 AR24/24508 Independent Specialist Support Selection and its attachments, resolution/s and minutes arising from the report, having been considered by the Council in confidence under Section 90(2) & (3) (b) and (d) be kept confidential and not available for public inspection until 2 years have elapsed with the name and value of the selected supplier be released immediately upon execution of a contract.
2. Further that Council delegates the power to review, revoke, but not extend the confidential order to the Chief Executive Officer in accordance with the provisions of Section 91(9)(c) of the *Local Government Act 1999.*

23 NEW CONFIDENTIAL ITEMS

23.1 AF24/15 TENDER - PROCUREMENT - SUPPLY AND PLACEMENT OF BITUMEN – REPORT NO. AR24/31841

RESOLUTION 2024/120

Moved: Cr Mark Lovett
Seconded: Cr Frank Morello

CONSIDERATION FOR EXCLUSION OF THE PUBLIC

Pursuant to section 90(2) of the *Local Government Act 1999* the Council orders that all members of the public, except the Mayor, Councillors and Council Officers, S Philpott, B Cernovskis, J Fetherstonhaugh, J Scoggins, S McLean and T Chant be excluded from attendance at the meeting for the receipt and consideration in confidence of Agenda Item 23.1 AR24/31841 AF24/15 Tender - Procurement - Supply and Placement of Bitumen.

The Council is satisfied that, pursuant to section 90(3) (a) and (k) of the Act, the information to be received, discussed or considered in relation to the Agenda Item is:

- information the disclosure of which would involve the unreasonable disclosure of information concerning the personal affairs of any person (living or dead)
- tenders for the:
  - supply of goods, or
  - the provision of services, or
  - the carrying out of works

The Council is satisfied that the principle that the meeting be conducted in a place open to the public has been outweighed in the circumstances because tenders for the supply of goods, or the provision of services, or the carrying out of works.

CARRIED

RESOLUTION 2024/121

Moved: Cr Max Bruins
Seconded: Cr Frank Morello

CONSIDERATION FOR KEEPING ITEMS CONFIDENTIAL

1. In accordance with Sections 91(7) and 91(9) of the *Local Government Act 1999* the Council orders that the report 23.1 AR24/31841 AF24/15 Tender - Procurement - Supply and Placement of Bitumen and its attachments, resolution/s and minutes arising from the report, having been considered by the Council in confidence under Section 90(2) & (3) (a) and (k) be kept confidential and not available for public inspection until 12 months after the completion of the tender works, with the name of the successful tenderer and the tender contract value to be disclosed following execution of a contract.
2. Further that Council delegates the power to review, revoke, but not extend the confidential order to the Chief Executive Officer in accordance with the provisions of Section 91(9)(c) of the *Local Government Act 1999.*

CARRIED

23.2 AF24/16 TENDER - PROCUREMENT - SUPPLY, DELIVERY AND PLACEMENT OF ASPHALT – REPORT NO. AR24/31855

RESOLUTION 2024/122

Moved: Cr Jason Virgo
Seconded: Cr Frank Morello

CONSIDERATION FOR EXCLUSION OF THE PUBLIC

Pursuant to section 90(2) of the *Local Government Act 1999* the Council orders that all members of the public, except the Mayor, Councillors and Council Officers, S Philpott, B Cernovskis, J Fetherstonhaugh, J Scoggins, S McLean and T Chant be excluded from attendance at the meeting for the receipt and consideration in confidence of Agenda Item 23.2 AR24/31855 AF24/16 Tender - Procurement - Supply, Delivery and Placement of Asphalt.

The Council is satisfied that, pursuant to section 90(3) (k) of the Act, the information to be received, discussed or considered in relation to the Agenda Item is:

- tenders for the:
  - supply of goods, or
  - the provision of services, or
  - the carrying out of works

The Council is satisfied that the principle that the meeting be conducted in a place open to the public has been outweighed in the circumstances because tenders for the supply of goods, or the provision of services, or the carrying out of works..

CARRIED

RESOLUTION 2024/123

Moved: Cr Mark Lovett
Seconded: Cr Jason Virgo

CONSIDERATION FOR KEEPING ITEMS CONFIDENTIAL

1. In accordance with Sections 91(7) and 91(9) of the *Local Government Act 1999* the Council orders that the report 23.2 AR24/31855 AF24/16 Tender - Procurement - Supply, Delivery and Placement of Asphalt and its attachments, resolution/s and minutes arising from the report, having been considered by the Council in confidence under Section 90(2) & (3) (k) be kept confidential and not available for public inspection until 12 months after the completion of the tender works, with the name of the successful tenderer and the tender contract value to be disclosed following execution of a contract.
2. Further that Council delegates the power to review, revoke, but not extend the confidential order to the Chief Executive Officer in accordance with the provisions of Section 91(9)(c) of the *Local Government Act 1999.*

CARRIED

23.3 AF24/8 TENDER - PROCUREMENT - ANNUAL MAINTENANCE OF AIR CONDITIONING PLANT AND EQUIPMENT – REPORT NO. AR24/32482

MOTION

Moved: Cr Mark Lovett
Seconded: Cr Josh Lynagh

CONSIDERATION FOR EXCLUSION OF THE PUBLIC

Pursuant to section 90(2) of the *Local Government Act 1999* the Council orders that all members of the public, except the Mayor, Councillors and Council Officers, S Philpott, B Cernovskis, J Fetherstonhaugh, J Scoggins, S McLean and T Chant be excluded from attendance at the meeting for the receipt and consideration in confidence of Agenda Item 23.3 AR24/32482 AF24/8 Tender - Procurement - Annual Maintenance of Air Conditioning Plant and Equipment.

The Council is satisfied that, pursuant to section 90(3) (k) of the Act, the information to be received, discussed or considered in relation to the Agenda Item is:

- tenders for the:
  - supply of goods, or
  - the provision of services, or
  - the carrying out of works

The Council is satisfied that the principle that the meeting be conducted in a place open to the public has been outweighed in the circumstances because tenders for the supply of goods, or the provision of services, or the carrying out of works.

RESOLUTION 2024/124

Moved: Cr Max Bruins
Seconded: Cr Mark Lovett

CONSIDERATION FOR KEEPING ITEMS CONFIDENTIAL

1. In accordance with Sections 91(7) and 91(9) of the *Local Government Act 1999* the Council orders that the report 23.3 AR24/32482 AF24/8 Tender - Procurement - Annual Maintenance of Air Conditioning Plant and Equipment and its attachments, resolution/s and minutes

arising from the report, having been considered by the Council in confidence under Section 90(2) & (3) (k) be kept confidential and not available for public inspection until 12 months after the completion of the tender works, with the name of the successful tenderer and the tender contract value to be disclosed following execution of a contract.

2. Further that Council delegates the power to review, revoke, but not extend the confidential order to the Chief Executive Officer in accordance with the provisions of Section 91(9)(c) of the *Local Government Act 1999.*

CARRIED

24 MEETING CLOSE

The Meeting closed at 7:48pm.

The minutes of this meeting were confirmed at the Ordinary Council Meeting held on 18 June 2024.

.....

PRESIDING MEMBER

MINUTES OF CITY OF MOUNT GAMBIER
JUNIOR SPORTS ASSISTANCE FUND COMMITTEE MEETING
HELD AT THE LEVEL 1 CONFERENCE ROOM , CIVIC CENTRE, 10 WATSON TERRACE, MOUNT GAMBIER ON WEDNESDAY, 12 JUNE 2024 AT 5:30 PM

PRESENT: Cr Josh Lynagh (Presiding Member), Mrs Felicity Walker, Mrs Jenny Burston, Ms Di Gould and Mr Andrew Matheson

IN ATTENDANCE: Sherril McKay, Rotary Club of Mount Gambier Lakes

OFFICERS IN ATTENDANCE: Councillor Support Officer - Mrs M Telford

1 ACKNOWLEDGEMENT OF COUNTRY

WE ACKNOWLEDGE THE BOANDIK PEOPLES AS THE TRADITIONAL CUSTODIANS OF THE LAND WHERE WE MEET TODAY. WE RESPECT THEIR SPIRITUAL RELATIONSHIP WITH THE LAND AND RECOGNISE THE DEEP FEELINGS OF ATTACHMENT OUR FIRST NATIONS PEOPLES HAVE WITH THE LAND.

2 APOLOGY

The apology from Cr Megan Dukalskis be noted.

3 CONFIRMATION OF MINUTES

COMMITTEE RESOLUTION

Moved: Cr Josh Lynagh
Seconded: Felicity Walker

That the minutes of the Junior Sports Assistance Fund meeting held on 13 December 2023 be confirmed as an accurate record of the proceedings of the meeting.

CARRIED

4 QUESTIONS WITHOUT NOTICE

Nil

5 REPORTS

5.1 CORRESPONDENCE RECEIVED

COMMITTEE RESOLUTION

Moved: Cr Josh Lynagh
Seconded: Jenny Burston

1. That Junior Sports Assistance Fund Report No. AR24/35733 titled ‘Correspondence Received ’ as presented on 12 June 2024 be noted.

CARRIED

5.2 STATEMENT OF REVENUE AND EXPENSES - AS AT 31 MAY 2024

COMMITTEE RESOLUTION

Moved: Cr Josh Lynagh
Seconded: Andrew Matheson

1. That Junior Sports Assistance Fund Report No. AR24/35735 titled 'Statement of Revenue and Expenses - as at 31 May 2024 ' as presented on 12 June 2024 be noted.
2. The financial statement of the Fund as at 31 May 2024 be received, noting a cash balance of $126,593.90

CARRIED

5.3 APPLICATIONS FOR FINANCIAL ASSISTANCE FOR JUNIOR AND PAYMENTS FROM THE FUND - 01/11/2023 - 31/05/2024

COMMITTEE RESOLUTION

Moved: Cr Josh Lynagh
Seconded: Felicity Walker

1. That Junior Sports Assistance Fund Report No. AR24/35736 titled 'Applications for Financial Assistance for Junior and Payments from the Fund - 01/11/2023 - 31/05/2024' as presented on 12 June 2024 be noted.

CARRIED

5.4 ROTARY CLUB OF MOUNT GAMBIER LAKES - YOUTH EMPOWERMENT SPORTS PROGRAM (FORMERLY THE DISADVANTAGED JUNIOR SPORTS PROGRAM)

COMMITTEE RESOLUTION

Moved: Cr Josh Lynagh
Seconded: Di Gould

1. That Junior Sports Assistance Fund Report No. AR24/35742 titled 'Rotary Club of Mount Gambier Lakes - Youth Empowerment Sports Program (formerly the Disadvantaged Junior Sports Program)' as presented on 12 June 2024 be noted.
2. The funding be made available to the Member Organisations named below to assist the identified juniors to achieve their fullest participation with the specific purpose donation from the Rotary Club of Mount Gambier Lakes – Youth Empowerment Sports Program initiative, to be used in accordance with their respective confidential application:
   (a) Basketball Mount Gambier $600
   (b) Limestone Coast Football Association $300
   (c) Mount Gambier Netball Association $600
   (d) Mount Gambier Swimming Club $300

CARRIED

6 MEETING CLOSE

The Meeting closed at 5.43 p.m.

The minutes of this meeting were confirmed at the Junior Sports Assistance Fund held on

.....

PRESIDING MEMBER

15.2 CORRESPONDENCE RECEIVED – REPORT NO. AR24/35733

Committee:	**Junior Sports Assistance Fund**
Meeting Date:	**12 June 2024**
Report No.:	**AR24/35733**
CM9 Reference:	**AF11/725**
Author:	**Melissa Telford, Councillor Support Officer**
Authoriser:	**Jane Fetherstonhaugh, General Manager Corporate and Regulatory Services**
Summary:	**This report provides detail of correspondence received since the last general meeting of the Fund dated 8 November 2023.**
Strategic Plan Reference:	**Goal 1: Our People**

REPORT RECOMMENDATION

1. That Junior Sports Assistance Fund Report No. AR24/35733 titled 'Correspondence Received ' as presented on 12 June 2024 be noted.

TYPE OF REPORT

Other

BACKGROUND

This report provides details of correspondence received since the previous general meeting of the Fund held 8 November 2023 and is provided for information.

PROPOSAL

The Secretary reported that the following correspondence has been received since the last general meeting dated 8 November 2023:-

- Molly Opperman – Mount Gambier Cycling Club – Letter of thanks for donation from the Junior Sports Assistance Fund to attend 2024 National Junior Track Championships
- Beth Serle – Basketball Mount Gambier – Email thanking the Junior Sports Assistance Fund for continued support to their Juniors.

LEGAL IMPLICATIONS

N/A

STRATEGIC PLAN

The Junior Sports Assistance Fund supports its member sporting organisations to develop and grow to achieve their aspirations and encourage and support participation.

1.1.1 Fostering and supporting community-based organisations.

1.1.2 Supporting programs that allow our community groups to be more effective in achieving their goals.

1.2.2 Helping community groups to help themselves by providing support for effective networks to develop and grow.

1.3.2 Providing opportunities to enable our community to be supported and involved.

COUNCIL POLICY

N/A

ECONOMIC IMPLICATIONS

N/A

ENVIRONMENTAL IMPLICATIONS

N/A

SOCIAL IMPLICATIONS

The Junior Sports Assistance Fund provides financial assistance to local junior sportspersons of Mount Gambier and District who have achieved as a minimum, selection in a formal State team and who compete at National sporting events (or equivalent) and who are a member of an Affiliated Sporting Organisation to aid in the financial burden these events place on regional families.

The Fund provides an ongoing pool of money for distribution to those juniors selected to represent the State or to represent Australia or equivalent and it also provides additional funding sourced from external sponsorship which is awarded to an exceptional junior on an annual basis.

CULTURAL IMPLICATIONS

N/A

RESOURCE IMPLICATIONS

The Junior Sports Assistance Fund places no additional financial implications for Council.

VALUE FOR MONEY

N/A

RISK IMPLICATIONS

N/A

EQUALITIES AND DIVERSITY IMPLICATIONS

N/A

ENGAGEMENT AND COMMUNICATION STRATEGY

Communication with Member Organisations is ongoing. Applications for funding for State or National Funding can be received at any time. Specialised programs run on an annual basis such as Specialised Coaching Clinics, Disadvantaged Juniors and Exceptional Junior and these Programs are promoted to Members Organisations of the Fund as the arise.

IMPLEMENTATION STRATEGY

N/A

CONCLUSION AND RECOMMENDATION

This report presents correspondence received for presentation to the Junior Sports Assistance Fund Committee for noting.

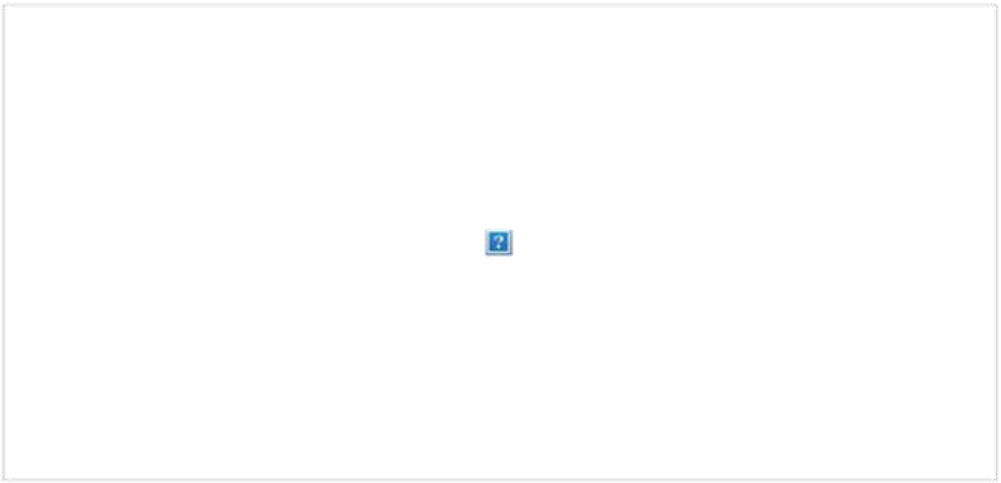
ATTACHMENTS

1. Molly Opperman - Mount Gambier Cycling Club - Junior - Letter of thanks - Junior Sports Assistance Fund Donation
2. Beth Serle - Basketball Mount Gambier - Letter of Thanks - Junior Sports Assistance Fund - Donation to Juniors

From: artiling1@bigpond.com
To: Melissa Telford
Subject: Molly Opperman thank you letter
Date: Wednesday, 6 March 2024 7:41:07 PM
Attachments: image001.png
Molly thank you.pdf

CAUTION: This email originated from outside of this Organisation. Do not click links or open attachments unless you recognise the sender and know the content is safe.

Hi Melissa
Please find attached a letter of thanks from Molly after receiving the Junior Sports Fund sponsorship last month. She leaves on Sunday and is very excited.
Please pass on our thanks to the board.
Many thanks,
Tina and Matthew Opperman





Dear Wal Smith Foundation Board,

I hope this letter finds you well. My name is Molly Opperman, and I am writing to express my deepest gratitude for being selected as the recipient of the Wal Smith Foundation Cycling Scholarship. It is an honor and a dream come true for me to have the opportunity to pursue my cycling with the support of your generous sponsorship of $300.

Receiving this cycling scholarship is an extraordinary blessing, and I am truly humbled by the Foundation's recognition of my dedication to the sport. At the age of 12, cycling has become a passion that brings joy and purpose to my life. I am proud to share that I am the current state track champion in all disciplines, a feat that has been both challenging and incredibly rewarding.

Your belief in my potential as a young cyclist has given me a tremendous boost of confidence. This scholarship serves as a source of motivation to strive for excellence in both academics and cycling.

As I look forward to the future, I am excited about the cycling competitions ahead. In December, I plan to compete at the Victorian Christmas Carnivals, where I hope to showcase my skills and make valuable connections in the cycling community. Additionally, I am working hard to secure a spot on the South Australian state team to represent my state at Nationals in Queensland.

I am truly grateful for the positive impact that the Wal Smith Foundation has had on my life. Your commitment to supporting education and fostering the dreams of young cyclists like myself is commendable and inspiring. I am eager to make the most of this opportunity and continue to excel both in academics and on the cycling track.

Please convey my sincere appreciation to the members of the Wal Smith Foundation board and everyone involved in the selection process. Your generosity has made a significant difference in my life, and I will always carry the lessons learned and the values instilled by this scholarship with me as I progress in my academic and cycling journey.

Once again, thank you for investing in my education and passion for cycling. I am determined to make the most of this opportunity and strive for success on the cycling track.

With heartfelt gratitude,

Molly Opperman

From: beth.serle@bigpond.com
To: Melissa Telford
Subject: CM: RE: Letter to Basketball Mount Gambier - Donation from Junior Sports Assistance Fund - Stella Mobbs, Clare Mitchell and William Wimshurst
Date: Thursday, 18 April 2024 10:45:49 AM
Attachments: image003.png

CAUTION: This email originated from outside of this Organisation. Do not click links or open attachments unless you recognise the sender and know the content is safe.

Thank you, Melissa.
Please accept my sincere thanks to you pass on my personal thanks to your committee, this support is important to the recipients and appreciated by the respective families.
Kind Regards,
Beth

From: Melissa Telford <MTelford@mountgambier.sa.gov.au>
Sent: Thursday, 18 April 2024 8:59 AM
To: 'admin@basketballmtgambier.com.au' <admin@basketballmtgambier.com.au>; 'accounts@basketballmtgambier.com.au' <accounts@basketballmtgambier.com.au>; 'beth.serle@bigpond.com' <beth.serle@bigpond.com>
Subject: Letter to Basketball Mount Gambier - Donation from Junior Sports Assistance Fund - Stella Mobbs, Clare Mitchell and William Wimshurst

Good morning,

Please find attached correspondence from the Junior Sports Assistance Fund.

Kind regards,

Melissa Telford
Councillor Support Officer
City of Mount Gambier
Civic Centre 10 Watson Terrace Mount Gambier
D 08 8721 2500
PO Box 56 Mount Gambier SA 5290
www.mountgambier.sa.gov.au

We acknowledge the Boandik Peoples as the traditional custodians of the land Mount Gambier/Berrin sits upon today. We pay our respects to Elders past, present and emerging.

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15.3 STATEMENT OF REVENUE AND EXPENSES - AS AT 31 MAY 2024 – REPORT NO. AR24/35735

Committee:	**Junior Sports Assistance Fund**
Meeting Date:	**12 June 2024**
Report No.:	**AR24/35735**
CM9 Reference:	**AF11/725**
Author:	**Melissa Telford, Councillor Support Officer**
Authoriser:	**Jane Fetherstonhaugh, General Manager Corporate and Regulatory Services**
Summary:	**This report presents the financial position of the Junior Sports Assistance Fund as at 31 May 2024.**
Strategic Plan Reference:	**Goal 1: Our People**

REPORT RECOMMENDATION

1. That Junior Sports Assistance Fund Report No. AR24/35735 titled 'Statement of Revenue and Expenses - as at 31 May 2024 ' as presented on 12 June 2024 be noted.
2. The financial statement of the Fund as at 31 May 2024 be received, noting a cash balance of $126,593.90

TYPE OF REPORT

Other

BACKGROUND

The financial position of the Junior Sports Assistance Fund is reported for the information of the Committee detailing revenue and expenses for financial year 2023/2024.

PROPOSAL

This report provides the Junior Sports Assistance Fund Committee with details of the transactions and balance of the fund for 2023/2024 as at 31 May 2024.

LEGAL IMPLICATIONS

N/A

STRATEGIC PLAN

The Junior Sports Assistance Fund supports its member sporting organisations to develop and grow to achieve their aspirations and encourage and support participation.

1.1.1 Fostering and supporting community-based organisations.

1.1.2 Supporting programs that allow our community groups to be more effective in achieving their goals.

1.2.2 Helping community groups to help themselves by providing support for effective networks to develop and grow.

1.3.2 Providing opportunities to enable our community to be supported and involved.

COUNCIL POLICY

N/A

ECONOMIC IMPLICATIONS

N/A

ENVIRONMENTAL IMPLICATIONS

N/A

SOCIAL IMPLICATIONS

The Junior Sports Assistance Fund provides financial assistance to local junior sportspersons of Mount Gambier and District who have achieved as a minimum, selection in a formal State team and who compete at National sporting events (or equivalent) and who are a member of an Affiliated Sporting Organisation to aid in the financial burden these events place on regional families.

The Fund provides an ongoing pool of money for distribution to those juniors selected to represent the State or to represent Australia or equivalent and it also provides additional funding sourced from external sponsorship which is awarded to an exceptional junior on an annual basis.

CULTURAL IMPLICATIONS

N/A



RESOURCE IMPLICATIONS

The Junior Sports Assistance Fund places no additional financial implications for Council.

VALUE FOR MONEY

N/A

RISK IMPLICATIONS

N/A

EQUALITIES AND DIVERSITY IMPLICATIONS

N/A

ENGAGEMENT AND COMMUNICATION STRATEGY

Communication with Member Organisations is ongoing. Applications for funding for State or National Funding can be received at any time. Specialised programs run on an annual basis such as Specialised Coaching Clinics, Disadvantaged Juniors and Exceptional Junior and these programs are promoted to Members Organisations of the Fund as the arise.

IMPLEMENTATION STRATEGY

N/A

CONCLUSION AND RECOMMENDATION

The financial positions of the Junior Sports Assistance Fund as at 31 May 2024 is very sound. The balance of the fund is $126,593.90 which is more than sufficient to cover future commitments. This report is presented for noting.

ATTACHMENTS

1. Statement of Revneue and Expenses as at 31/05/2024

CITY OF MOUNT GAMBIER JUNIOR SPORTS ASSISTANCE FUND

STATEMENT OF REVENUE AND EXPENDITURE
As at 31 May 2024

REVENUE				
Task 984	**Member Contributions**		$	-
Task 985	**Council Contributions**		$	16,000.00
	City of Mount Gambier	$ 12,000.00		
	District Council of Grant	$ 4,000.00		
Task 1160	**Donations Income - General**		$	-
Task 1161	**Donations Income - Coaching Clinics**		$	-
Task 1162	**Donations Income Exceptional Juniors**		$	-
Task 1163	**Donations Income - Disadvantaged Junior**		$	3,000.00
	Rotary Club of Mt Gambier Lakes	$ 3,000.00		
Task 1165	**Interest - Income**			
TOTAL REVENUE			$	19,000.00
LESS EXPENDITURE				
TASK 986	**Payment to Sportsperson**		$	13,000.00
	Basketball Mount Gambier Inc	$ 3,000.00		
	Lakes Junior Tennis	$ 400.00		
	Limestone Coast Football Association	$ 4,250.00		
	Lower South East Hockey Assoc	$ 1,950.00		
	Mount Gambier & District Baseball League	$ 600.00		
	Mount Gambier Cycling Club	$ 1,500.00		
	Mount Gambier Disc Golf	$ 400.00		
	Mount Gambier Touch Football Association	$ 350.00		
	South Gambier Football Club Inc	$ 250.00		
	The Mount Gambier Golf Club Inc	$ 300.00		
TASK 987	**Payment to Coaching Clinic**		$	-
TASK 988	**Payment to Exceptional Junior**		$	-
TASK 989	**Payment to Financially Disadvantaged Junior**		$	1,500.00
	Blue Lake Y Swimming Club	$ 600.00		
	Mount Gambier & District Pony Club	$ 300.00		
	Mount Gambier Cyclying Club	$ 300.00		
	Mount Gambier Swimming Club Inc	$ 300.00		
TOTAL EXPENDITURE			$	14,500.00
SURPLUS (DEFICIT)			$	4,500.00

CITY OF MOUNT GAMBIER JUNIOR SPORTS ASSISTANCE FUND

STATEMENT OF NET ASSETS
As at 31 May 2024

This is represented by:		
Net Assets as at 30 June 20223	$	122,093.90
Add Surplus/Defecit year ending 30 June 2024	$	4,500.00
	$	**126,593.90**
City of Mount Gambier Reserve Account		
8900.9950.9970 Junior Sports Assistance Fund Reserve	$	126,593.90
TOTAL ASSETS	**$**	**126,593.90**

Prepared by:

Kylie Harradine
TEAM LEADER FINANCIAL ACCOUNTING

CITY OF MOUNT GAMBIER JUNIOR SPORTS ASSISTANCE FUND

NOTES TO THE FINANCIAL STATEMENTS
For the year ended 30 June 2022

NOTE 1: STATEMENT OF ACCOUNTING POLICIES

The financial statements are a special purpose financial report prepared for use by members of the Association. The committee have determined that the Association is not a reporting entity and therefore there is no requirement to apply Australian Accounting Standards, Australian Accounting Interpretations and other authoritative pronouncements of the Australian Accounting Standards Board in the preparation and presentation of these financial statements.

The financial statements have been prepared from historical cost records and do not take into account changing money values or, except where stated, current valuations of non-current assets. The cash basis of accounting has been adopted. The financial statements have been prepared on the going concern basis, and the concept of materiality has been applied. No accounting standards, accounting interpretations or other authoritative pronouncements have been applied.

The following material accounting policies which are consistent with the previous period unless otherwise stated, have been adopted in the preparation of this financial statement.

(a) Income Tax
The association is exempt from Income Tax.

15.4 APPLICATIONS FOR FINANCIAL ASSISTANCE FOR JUNIOR AND PAYMENTS FROM THE FUND - 01/11/2023 - 31/05/2024 – REPORT NO. AR24/35736

Committee:	**Junior Sports Assistance Fund**
Meeting Date:	**12 June 2024**
Report No.:	**AR24/35736**
CM9 Reference:	**AF11/725**
Author:	**Melissa Telford, Councillor Support Officer**
Authoriser:	**Jane Fetherstonhaugh, General Manager Corporate and Regulatory Services**
Summary:	**This report provides detail on applications received for financial assistance from Member Organisations of the Fund and payments made from the Fund for period 01/11/2023 to 31/05/2024.**
Strategic Plan Reference:	**Goal 1: Our People**

REPORT RECOMMENDATION

1. That Junior Sports Assistance Fund Report No. AR24/35736 titled ‘Applications for Financial Assistance for Junior and Payments from the Fund - 01/11/2023 - 31/05/2024’ as presented on 12 June 2024 be noted.

TYPE OF REPORT

Other

BACKGROUND

This report provides detail on applications received for financial assistance from Members of the Junior Sports Assistance Fund and payments made from the Fund for the period 1 November 2023 to 31 May 2024 and is provided for information.

PROPOSAL

Applications for Financial Assistance

The following applications have been received and payments made from the Fund for period 1 November 2023 to 31 May 2024:

(a) Mount Gambier Netball Association

Nil

(b) Basketball Mount Gambier

(i)	one nominee	$350
(ii)	three nominees	$1,050

(c) Lower South East Hockey Association

(d) Mount Gambier and District Baseball League

(i)	one nominee	$300
(ii)	one nominee	$300

(e) Blue Lake Y Swim Club

Nil

(f) South Gambier Football/Netball Clubs

(g) North Gambier Football/Netball Clubs

Nil

(h) Mount Gambier Touch Association

(i) Mount Gambier and District Junior Cricket

Nil

(j) Mount Gambier Golf Club

(k) Mount Gambier District Little Athletics

Nil

(l) Discretionary

(i)	one nominee	$400

(m) Mount Gambier and District Pony Club

Nil

(n) South East Women's Football

Nil

(o) Mount Gambier Cycling Club

(i)	one nominee	$400
(ii)	one nominee	$250
(iii)	two nominees	$600
(iv)	one nominee	$250

(p) Limestone Coast Football Association

(i)	four nominees	$1,800
(ii)	one nominee	$200

(q) Lakes Junior Tennis

(i)	one nominee	$200
(i)	one nominee	$200

(r) Mount Gambier Swimming Club

Nil

(s) West Gambier Netball Club

Nil

Payments from the Fund

Payments to Member Organisations for Junior Sportsperson's financial assistance for period 1 July 2021 to 31 May 2024 amounts to $21,650 and total payments since 1 July 1988 to 31 May 2024 amounts to $516,745.

Actual payments to Member Organisations for Coaching Clinics for the period 1 July 2021 to 31 May 2024 amounts to $8,730 and total actual payments since 1 July 1991 to 31 May 2024 amounts to $113,413.

Payments to Member Organisations for Financially Disadvantaged Juniors for period 1 July 2021 to 31 May 2024 amounts to $4,800 and total payments since 22 May 2013 to 31 May 2024 amounts to $22,300.

Payments to Member Organisations for Exceptional Juniors for period 1 July 2021 to 31 May 2024 amounts to $4,500 and total payments since 20th November 2013 to 31 May 2024 amounts to $13,500. Note: this initiative was previously funded by a sponsor direct to the awardee.

Payments from the Junior Sports Fund on a quarterly basis over previous quarters for Juniors - State Selection only (not special programs) is as follows:

Financial year	*Quarter*	*Totals each quarter $*	*Accumulative Totals $*
2023/2024	J - S	$6,700	$6,700
	O - D	$3,000	$9,700
	J – M	$1,800	$11,500
	M – 31/05	$1,500	$13,000
2022/2023	J - S	$450	$450
	O - D	$1,150	$1,600
	J - M	$2,400	$4,000
	A - J	$700	$4,700
2021/2022	J - S	Nil	Nil
	O - D	$700	$700
	J - M	$1,300	$2,000
	A – J	$1,650	$3,650
2020/2021	J - S	Nil	Nil
	O - D	Nil	Nil
	J - M	$750	$750
	A - J	$1,800	$2,550
2019/2020	J - S	7,050	7,050
	O - D	1,700	8,750
	J - M	3,400	10,550
	A – J	Nil	10,550
2018/2019	J - S	5,500	5,500
	O - D	3,750	9,250
	J - M	2,325	11,575
	A – J	4,620	16,195
2017/2018	J - S	4,100	4,100
	O - D	4,600	8,700
	J - M	2,100	10,800
	A – J	2,650	13,450
2016/2017	J - S	6,750	6,750
	O - D	2,250	9,000
	J - M	8,500	17,500
	A - J	2,850	20,350

Other Applications Received

Since the previous general meeting of 8 November, 2023:

(a) one non-resident applications was during this period:

Name	*Sport*	*Amount*	*Resides*
William Wimshurst	Basketball Mount Gambier	$350	Sebastopol

(b) no applications for financial assistance were declined during this period.

(c) one discretionary donations were made during this period.

Mount Gambier Disc Golf *$400*

LEGAL IMPLICATIONS

N/A

STRATEGIC PLAN

The Junior Sports Assistance Fund supports its member sporting organisations to develop and grow to achieve their aspirations and encourage and support participation.

1.1.1 Fostering and supporting community-based organisations.

1.1.2 Supporting programs that allow our community groups to be more effective in achieving their goals.

1.2.2 Helping community groups to help themselves by providing support for effective networks to develop and grow.

1.3.2 Providing opportunities to enable our community to be supported and involved.

COUNCIL POLICY

N/A

ECONOMIC IMPLICATIONS

N/A

ENVIRONMENTAL IMPLICATIONS

N/A

SOCIAL IMPLICATIONS

The Junior Sports Assistance Fund provides financial assistance to local junior sportspersons of Mount Gambier and District who have achieved as a minimum, selection in a formal State team and who compete at National sporting events (or equivalent) and who are a member of an Affiliated Sporting Organisation to aid in the financial burden these events place on regional families.

The Fund provides an ongoing pool of money for distribution to those juniors selected to represent the State or to represent Australia or equivalent and it also provides additional funding sourced from external sponsorship which is awarded to an exceptional junior on an annual basis.

CULTURAL IMPLICATIONS

N/A

RESOURCE IMPLICATIONS

The Junior Sports Assistance Fund places no additional financial implications for Council.

VALUE FOR MONEY

N/A

RISK IMPLICATIONS

N/A

EQUALITIES AND DIVERSITY IMPLICATIONS

N/A

ENGAGEMENT AND COMMUNICATION STRATEGY

Communication with Member Organisations is ongoing. Applications for funding for State or National Funding can be received at any time. Specialised programs run on an annual basis such as Specialised Coaching Clinics, Disadvantaged Juniors and Exceptional Junior and these Programs are promoted to Members Organisations of the Fund as the arise.

IMPLEMENTATION STRATEGY

N/A

CONCLUSION AND RECOMMENDATION

The Junior Sports Assistance Fund Report 'Applications for Financial Assistance for Juniors and Payments from the Fund – 01/11/2023 - 31/05/2024 is provided for the information and noting of the Committee.

ATTACHMENTS

Nil

15.5 ROTARY CLUB OF MOUNT GAMBIER LAKES - YOUTH EMPOWERMENT SPORTS PROGRAM (FORMERLY THE DISADVANTAGED JUNIOR SPORTS PROGRAM) – REPORT NO. AR24/35742

Committee:	**Junior Sports Assistance Fund**
Meeting Date:	**12 June 2024**
Report No.:	**AR24/35742**
CM9 Reference:	**AF11/725**
Author:	**Melissa Telford, Councillor Support Officer**
Authoriser:	**Jane Fetherstonhaugh, General Manager Corporate and Regulatory Services**
Summary:	**The Rotary Club of Mount Gambier Lakes provides annual funding to assist the Junior Sports Assistance Fund to provide a program to assist identify junior sportspeople who have the desire to participate in their chosen sport, but due to a variety of reasons are experiencing some form of difficulty. Member Organisations are invited to submit up to two confidential nominations for consideration of the Committee.**
Strategic Plan Reference:	**Goal 1: Our People**

REPORT RECOMMENDATION

1. That Junior Sports Assistance Fund Report No. AR24/35742 titled 'Rotary Club of Mount Gambier Lakes - Youth Empowerment Sports Program (formerly the Disadvantaged Junior Sports Program)' as presented on 12 June 2024 be noted.
2. The funding be made available to the Member Organisations named below to assist the identified juniors to achieve their fullest participation with the specific purpose donation from the Rotary Club of Mount Gambier Lakes – Youth Empowerment Sports Program initiative, to be used in accordance with their respective confidential application:

   (a)

   (b)

   (c)

   (d)
3. A cheque handover presentation be co-ordinated with Members of the Rotary Club of Mount Gambier Lakes to show the Funds appreciation for their ingoing support to the Youth Empowerment Sports Program.

TYPE OF REPORT

Other

BACKGROUND

The Rotary Club of Mount Gambier Lakes conducts the very successful One Forty One Blue Lake Fun Run.

The Club had previously determined its schedule of organisations to receive the benefit of the surplus funds from the event.

One of the initiatives that the Club wished to achieve was to develop a process to assist junior sportspeople who have the desire to participate in their chosen sport, but due to a variety of reasons are experiencing some form of difficulty. Grants can be utilised to assist with membership fees, purchase necessary basic attire and/or equipment to be able to compete and be successful through their participation.

Member Organisations were invited to submit up to two (2) confidential nominations in accordance with the guidelines with applications closing on Friday 31 May 2024. The Rotary Club of Mount Gambier Lakes sponsor up to ten $300 grants.

PROPOSAL

As at Friday 31 May 2024, the following nominations were received for financial assistance:

(i) **Applicant 1**
Basketball Mount Gambier – Nominee: aged 12 years
REASONS FOR NOMINATING THIS PARTICULAR JUNIOR
Applicant 1 is a member of a family of low socio-economic status and cultural background. In a relatively short period, basketball is becoming a positive and fun experience. His family support and encourage him in his games and trainings. Applicant 1 is eager to learn about the game and keen to master the skills involved. His overall approach and attitude towards his coaches and team mates deserves a special mention. While it is too early to make a prediction as to his long-term achievement in basketball, this financial assistance will enable him to continue playing basketball and hence continue this enjoyment while gaining valuable first-hand experience and life skills in working as a team and forming new friendships.

ASSUME MAXIMUM DONATION IS $300 – HOW WILL DONATION BE USED?
To help with the payment of State and National Registration Fees and weekly Match Fees and to purchase a new pair of basketball specific shoes.

(ii) **Applicant 2**
Basketball Mount Gambier – Nominee: aged 10 years
REASONS FOR NOMINATING THIS PARTICULAR JUNIOR:
Applicant 2 is a member of a relatively large one parent family of cultural heritage. She has older brothers and sisters. Even at this early stage, applicant 2 shows considerable potential to become a talented basketballer. There is a sign of a strong desire to achieve in her efforts. Her behaviour towards team-mates and coaches is exemplary. Applicant 2 is in her second season of playing basketball because her pensioner grandfather pays her required fees and weekly payments. Financial assistance through this Youth Empowerment Sports Program will ensure that she is able to continue playing basketball, the activity she loves and is rapidly developing her skills and understanding of the game.

ASSUME MAXIMUM DONATION IS $300 – HOW WILL DONATION BE USED?
To help with the payment of State and National Registration Fees and weekly Match Fees and to purchase a new pair of basketball specific shoes.

(iii) **Applicant 3**

Limestone Coast Football Association - Nominee aged 14 years
REASONS FOR NOMINATING THIS PARTICULAR JUNIOR:
Applicant 3 began her soccer career at Millicent in 2020. Applicant 3 lives with her Dad, who for the period of the time we have known her, has been unemployed. He has now found employment, although not full time. The ability to pay her soccer expenses have, at times, been a struggle. Applicant 3's father organised a payment plan and regularly volunteers around the club, as does her Grandmother. As her time within the club has evolved she has begun to undertake volunteer work in various roles, predominantly, assisting with Miniroos.
At times, applicant 3 does struggle with her self-worth and socialising with her peers. Regardless, she has rarely missed a training, an example fostered by her father in her earlier years of playing. Over the years we have witnessed growth and maturity, evidenced recently when she received a knock during the game, she took this on and continued to play. Previously she would have broken down.
I have spoken to Applicant 3 about this nomination. The delight shown on her face that someone would take the time to do this for her affirms the reason for this application. I believe that the community will be repaid several times over by her with a successful outcome to this application.

ASSUME MAXIMUM DONATION IS $300 – HOW WILL DONATION BE USED?
The donation will be used for soccer expenses, boots, travel and fuel.

(iv) **Applicant 4**
Mount Gambier Netball Association - Nominee: aged 11 years
REASONS FOR NOMINATING THIS PARTICULAR JUNIOR:
Applicant 4 comes from a large family who all play Netball. Applicant 4 is a very enthusiastic player in the 11B team as well as the 13B team. She has such a happy disposition and you can see that playing Netball helps her feel included despite family pressures. The grant will assist the family to purchase essential attire and assist with payment of fees to ease the burden on the family.

ASSUME MAXIMUM DONATION IS $300 – HOW WILL DONATION BE USED?
To assist with new netball shoes, uniform and payment of fees.

(v) **Applicant 5**
Mount Gambier Netball Association - Nominee: aged 13 years
REASONS FOR NOMINATING THIS PARTICULAR JUNIOR:
Netball has been valuable for Applicant 5 to interact with friends, grow in confidence and participate as part of a team to feel included. She spends her day at netball, and is also cared for in an environment which is positive. Following her games Applicant 5 spends her time with friends cheering and supporting the senior teams. The financial assistance will assist to alleviate the financial burden of her parents.

ASSUME MAXIMUM DONATION IS $300 – HOW WILL DONATION BE USED?
To purchase netball shows, uniform and assist with payment of fees.

(vi) **Applicant 6**
Mount Gambier Swimming Club - Nominee: aged 12 years
REASONS FOR NOMINATING THIS PARTICULAR JUNIOR:
Applicant 6's family migrated to Australia 2 years ago and has had to set up from scratch and are trying to become more involved in the community. Both parents work full time to support their children aged 12 and 6 but are finding it difficult to cover the additional expenses associated with sport. Applicant 6 is very interested in swimming and wishes to attend competitions which involves the added cost of travel and entry fees

ASSUME MAXIMUM DONATION IS $300 – HOW WILL DONATION BE USED?
To purchase basic training equipment, payment of fees and assist with the ability to attend competitions.

LEGAL IMPLICATIONS

N/A

STRATEGIC PLAN

The Junior Sports Assistance Fund supports its member sporting organisations to develop and grow to achieve their aspirations and encourage and support participation.

1.1.1 Fostering and supporting community-based organisations.

1.1.2 Supporting programs that allow our community groups to be more effective in achieving their goals.

1.2.2 Helping community groups to help themselves by providing support for effective networks to develop and grow.

1.3.2 Providing opportunities to enable our community to be supported and involved.

COUNCIL POLICY

N/A

ECONOMIC IMPLICATIONS

N/A

ENVIRONMENTAL IMPLICATIONS

N/A

SOCIAL IMPLICATIONS

The Junior Sports Assistance Fund provides financial assistance to local junior sportspersons of Mount Gambier and District who have achieved as a minimum, selection in a formal State team and who compete at National sporting events (or equivalent) and who are a member of an Affiliated Sporting Organisation to aid in the financial burden these events place on regional families.

The Fund also provides additional funding to run specialised programs on an annual basis to support its Member Organisations, with some of the Funds sourced from external sponsorship .

CULTURAL IMPLICATIONS

N/A

RESOURCE IMPLICATIONS

The Junior Sports Assistance Fund places no additional financial implications for Council.

VALUE FOR MONEY

N/A

RISK IMPLICATIONS

N/A



EQUALITIES AND DIVERSITY IMPLICATIONS

N/A

ENGAGEMENT AND COMMUNICATION STRATEGY

Communication with Member Organisations is ongoing. Applications for funding for State or National Funding can be received at any time. Specialised programs run on an annual basis such as Specialised Coaching Clinics, Disadvantaged Junior and Exceptional Junior and these Programs are promoted to Members Organisations of the Fund as the arise.

IMPLEMENTATION STRATEGY

The Youth Empowerment Sports Program was advertised to Junior Sports Assistance Fund Member Organisations on 9 May 2024 with applications for funding closing on 31 May 2024 for the consideration of the Committee.

CONCLUSION AND RECOMMENDATION

This report presents the applications received for consideration of the Junior Sports Assistance Fund Committee. The Junior Sports Assistance Fund Committee to determine funding awardees.

The Junior Sports Assistance Fund to also consider providing additional funding should the remaining funds be insufficient to support the applications received.

ATTACHMENTS

Nil

MINUTES OF CITY OF MOUNT GAMBIER
AUDIT AND RISK COMMITTEE MEETING
HELD AT THE COUNCIL CHAMBER, CIVIC CENTRE, 10 WATSON TERRACE, MOUNT GAMBIER
ON MONDAY, 3 JUNE 2024 AT 4.33 P.M.

PRESENT: Mr Paul Duka, Mayor Lynette Martin (OAM), Mr Alexander Brown

OFFICERS IN ATTENDANCE:	Chief Executive Officer	- Mrs S Philpott
	General Manager Corporate and Regulatory Services	- Mrs J Fetherstonhaugh
	General Manager City Infrastructure	- Ms B Cernovskis
	Manager Financial Services	- Mrs J Scoggins
	Manager Organisational Development	- Ms L Little
	Finance Business Partner	- Ms K Rolton
	Executive Administrator	- Mrs A Pasquazzi

1 ACKNOWLEDGEMENT OF COUNTRY

WE ACKNOWLEDGE THE BOANDIK PEOPLES AS THE TRADITIONAL CUSTODIANS OF THE LAND WHERE WE MEET TODAY. WE RESPECT THEIR SPIRITUAL RELATIONSHIP WITH THE LAND AND RECOGNISE THE DEEP FEELINGS OF ATTACHMENT OUR FIRST NATIONS PEOPLES HAVE WITH THE LAND.

2 APOLOGY(IES)

COMMITTEE RESOLUTION

Moved: Alexander Brown
Seconded: Mayor Lynette Martin

That the apology(ies) from Cr Paul Jenner and Ms Belinda Johnson be received.

CARRIED

3 CONFIRMATION OF MINUTES

COMMITTEE RESOLUTION

Moved: Paul Duka
Seconded: Alexander Brown

That the minutes of the Audit and Risk Committee meeting held on 8 April 2024 be confirmed as an accurate record of the proceedings of the meeting.

CARRIED

4 QUESTIONS WITHOUT NOTICE

Nil

5 REPORTS

5.1 2024/2025 DRAFT ANNUAL BUSINESS PLAN AND BUDGET

COMMITTEE RESOLUTION

Moved: Alexander Brown
Seconded: Paul Duka

1. That Audit and Risk Committee Report No. AR24/29751 titled '2024/2025 Draft Annual Business Plan and Budget' as presented on 03 June 2024 be noted.
2. That the Audit and Risk Committee feedback on Council's Draft 2024/2025 Draft Annual Business Plan and Budget and/or the associated processes and risks, as follows:
   - The Audit and Risk Committee acknowledge the significant work Council's administration have undertaken to prepare the Annual Business Plan and Budget 2024/2025.
   - The Audit and Risk Committee acknowledge the importance of maintaining financial sustainability and recognises the proposed rate increase is required to support financial sustainability.
   - The Audit and Risk Committee encourage Council to closely monitor the financial performance throughout the year in the context of the financial ratio targets.
   - The use of the average residential rate and the waste service charge by comparison to other Council's should be considered as a guide only.

   be incorporated with the public consultation feedback to be presented to the Special Council meeting to be held on the 18 June 2024 for consideration of the adoption of the Draft 2024/2025 Annual Business Plan and Budget.

CARRIED

5.2 DRAFT LONG TERM FINANCIAL PLAN 2025-2034

COMMITTEE RESOLUTION

Moved: Mayor Lynette Martin
Seconded: Alexander Brown

1. That Audit and Risk Committee Report No. AR24/36612 titled 'Draft Long Term Financial Plan 2025-2034' as presented on 03 June 2024 be noted.
2. That the Audit and Risk Committee feedback on Council's Draft Long Term Financial Plan 2025-2034 and/or the associated processes and risks, as follows:
   - The Audit and Risk Committee recommends that Council considers the future impact of new and upgraded assets on the financial sustainability.
   - The level of financial and operational risk that is posed by waste and the Audit and Risk Committee seeks a further update on waste financial modelling.
   - The Audit and Risk Committee notes that the Long Term Financial Plan financial sustainability ratios are trending in the right direction of the plan.
   - The Audit and Risk Committee notes the importance of the rating review in informing the future rating forecasts in the Long Term Financial Plan.
   - That the outer years of the Long Term Financial Plan be considered in the next version of the Long Term Financial Plan in terms of the application of the 2% sustainability index.

be incorporated with the public consultation feedback to be presented to the Special Council meeting to be held on 25 June 2024 for consideration of the adoption of the Draft Long Term Financial Plan 2025-2034.

CARRIED

Mr Alexander Brown indicated that he would be leaving the meeting and would not return.

FORMAL MOTION

COMMITTEE RESOLUTION

Moved: Paul Duka
Seconded: Mayor Lynette Martin

That the meeting be adjourned to Wednesday 12 June 2024 at 5:00 pm due to the anticipated lack of quorum in the absence of Mr Alexander Brown.

CARRIED

The meeting was adjourned at 5:50 pm.

MINUTES OF CITY OF MOUNT GAMBIER
AUDIT AND RISK COMMITTEE MEETING
HELD AT THE COUNCIL CHAMBER, CIVIC CENTRE, 10 WATSON TERRACE, MOUNT

GAMBIER
MONDAY, 3 JUNE 2024 AT 4.33 P.M.
ADJOURNED TO WEDNESDAY, 12 JUNE 2024 AT 5.00 P.M.

The meeting resumed at 5:04 pm on 12 June 2024.

PRESENT: Mr Paul Duka, Mayor Lynette Martin (OAM), Mr Alexander Brown, Ms Belinda Johnson, Cr Paul Jenner

OFFICERS IN ATTENDANCE:	Chief Executive Officer	- Mrs S Philpott
	General Manager Corporate and Regulatory Services	- Mrs J Fetherstonhaugh
	General Manager City Infrastructure	- Ms B Cernovskis
	Manager Financial Services	- Mrs J Scoggins
	Executive Administrator	- Mrs A Pasquazzi

5.3 DRAFT ASSET MANAGEMENT PLANS (AMPS) 2025-2034

COMMITTEE RESOLUTION

Moved: Paul Duka
Seconded: Alexander Brown

1. That Audit and Risk Committee Report No. AR24/37154 titled 'Draft Asset Management Plans (AMPs) 2025-2034' as presented on 12 June 2024 be noted.

2. That the Audit and Risk Committee feedback on Council's Draft Asset Management Plans (AMPs) 2025-2034 and/or the associated processes and risks, as follows:

   - Acknowledges the work undertaken to date on asset planning and the increasing maturity of the assets data.
   - Notes the allocation of new planning and delivery of assets in the building and structures asset management plan, and suggests Council consider the proportion of new versus renewal in future iterations of the plan as the asset planning and master planning progresses.
   - Recommends that Council continues to consider any underutilised buildings and structures and notes the strategic work plan projects will inform this consideration.
   - Notes the plant asset management plan and that the plan allows for some redundancy in plant due to difficulty in supply of new equipment and parts.
   - Recommends that future iterations of the infrastructure asset management plans provide a breakdown of proposed recommended expenditure for key asset classes.
   - Notes the variance between depreciation and proposed asset renewal expenditure and recommend that further context to the variation between depreciation and proposed asset renewal expenditure be provided to Council.
   - The Administration provide an update to the Audit and Risk Committee on a half yearly basis on the further refinement of the asset management planning process.

   be incorporated with the public consultation feedback to be presented to the Special Council meeting on 18 June 2024, for consideration of the adoption of the Draft Asset Management Plans (AMPs) 2025-2034.

CARRIED

5.4 UNAUDITED INFRASTRUCTURE VALUATION AS AT 1 JULY 2023

Cr Paul Jenner left the meeting at 6:08 pm

Cr Paul Jenner returned to the meeting at 6:08 pm

COMMITTEE RESOLUTION

Moved: Belinda Johnson
Seconded: Alexander Brown

1. That Audit and Risk Committee Report No. AR24/10208 titled 'Unaudited Infrastructure Valuation as at 1 July 2023' as presented on 12 June 2024 be noted.

CARRIED

5.5 POLICY REVIEW - ASSET ACCOUNTING

COMMITTEE RESOLUTION

Moved: Cr Paul Jenner
Seconded: Mayor Lynette Martin

1. That Audit and Risk Committee Report No. AR24/36754 titled 'Policy Review - Asset Accounting' as presented on 12 June 2024 be noted.
2. That the Asset Accounting Policy as attached to Report No. AR24/36754 having been reviewed by the Audit and Risk Committee on 12 June 2024 be adopted.
3. That the Chief Executive Officer or Delegate be authorised to make any necessary changes to the policies arising from this meeting, together with any typographical corrections, amendments to position or organisation titles, and finalisation of the document's formatting that do not materially alter the integrity of the document.

CARRIED

5.6 POLICY REVIEW - RISK MANAGEMENT

COMMITTEE RESOLUTION

Moved: Paul Duka
Seconded: Alexander Brown

1. That Audit and Risk Committee Report No. AR24/38120 titled 'Policy Review - Risk Management' as presented on 12 June 2024 be noted.
2. That the Risk Management Policy as attached to Report No. AR24/38120 having been reviewed by the Audit and Risk Committee on 12 June 2024 be adopted.
3. That the Chief Executive Officer or Delegate be authorised to make any necessary changes to the policies arising from this meeting, together with any typographical corrections, amendments to position or organisation titles, and finalisation of the document's formatting that do not materially alter the integrity of the document.

CARRIED

5.7 RISK MANAGEMENT REPORT JANUARY - MARCH 2024

COMMITTEE RESOLUTION

Moved: Cr Paul Jenner
Seconded: Paul Duka

1. That Audit and Risk Committee Report No. AR24/36616 titled 'Risk Management Report January - March 2024' as presented on 12 June 2024 be noted.
2. That an update on the Leases and Licences and Policy Reviews be presented to the July Audit and Risk Committee meeting.
3. That the environmental compliance inherent risk be increased from high to extreme.

CARRIED

5.8 WORK HEALTH SAFETY (WHS) AND WELLBEING QUARTERLY REPORT - JANUARY - MARCH 2024

COMMITTEE RESOLUTION

Moved: Cr Paul Jenner
Seconded: Alexander Brown

1. That Audit and Risk Committee Report No. AR24/36617 titled 'Work Health Safety (WHS) and Wellbeing Quarterly Report - January - March 2024' as presented on 12 June 2024 be noted.

CARRIED

5.9 QUARTERLY INTERNAL AUDIT UPDATE REPORT

COMMITTEE RESOLUTION

Moved: Belinda Johnson
Seconded: Mayor Lynette Martin

1. That Audit and Risk Committee Report No. AR24/36613 titled 'Quarterly Internal Audit Update Report' as presented on 12 June 2024 be noted.

CARRIED

5.10 DRAFT REVISED INTERNAL AUDIT PROGRAM

COMMITTEE RESOLUTION

Moved: Alexander Brown
Seconded: Mayor Lynette Martin

1. That Audit and Risk Committee Report No. AR24/36992 titled 'Draft Revised Internal Audit Program' as presented on 12 June 2024 be noted.

2. That the Revised Internal Audit Plan as attached to Report No. AR24/36992, having been reviewed by the Audit and Risk Committee on 12 June 2024, be adopted.
3. That plant and fleet be subject to a future internal audit in a later iteration of the Internal Audit program.
4. That the Chief Executive Officer or Delegate be authorised to make any necessary changes to the Draft Revised Internal Audit Plan arising from this meeting, together with any typographical corrections, amendments to position or organisation titles, and finalisation of the document's formatting that do not materially alter the integrity of the document.

CARRIED

5.11 EXTERNAL AUDIT MANAGEMENT REPORT

COMMITTEE RESOLUTION

Moved: Cr Paul Jenner
Seconded: Alexander Brown

1. That Audit and Risk Committee Report No. AR24/36615 titled 'External Audit Management Report' as presented on 12 June 2024 be noted.

CARRIED

5.12 REVIEW OF 2024 AUDIT AND RISK PROGRAM

COMMITTEE RESOLUTION

Moved: Paul Duka
Seconded: Alexander Brown

1. That Audit and Risk Committee Report No. AR24/36971 titled 'Review of 2024 Audit and Risk Program' as presented on 12 June 2024 be noted.
2. That the revised work program as reviewed by the Audit and Risk Committee for the calendar year 2024 (attached) be adopted, with the addition of the presentation of the quarterly budget review to the Audit and Risk Committee following its presentation to the Council meeting.

CARRIED

5.13 AUDIT AND RISK COMMITTEE MEETING REPORT

COMMITTEE RESOLUTION

Moved: Paul Duka
Seconded: Cr Paul Jenner

1. That Audit and Risk Committee Report No. AR24/29748 titled 'Audit and Risk Committee Meeting Report' as presented on 12 June 2024 be noted.

CARRIED

6 MOTIONS WITHOUT NOTICE

6.1 MOTION - THANK YOU TO MANAGER FINANCIAL SERVICES

COMMITTEE RESOLUTION

Moved: Paul Duka
Seconded: Mayor Lynette Martin

2. That the Audit and Risk Committee thank Julie Scoggins, Manager Financial Services for her support and professional expertise provided to the Audit and Risk Committee during her tenure.

CARRIED

7 MEETING CLOSE

The Meeting closed at 7:35 pm.

The minutes of this meeting were confirmed at the Audit and Risk Committee held on 29 July 2024.

.....

PRESIDING MEMBER

16.2 2024/2025 DRAFT ANNUAL BUSINESS PLAN AND BUDGET – REPORT NO. AR24/29751

Committee:	**Audit and Risk Committee**
Meeting Date:	**3 June 2024**
Report No.:	**AR24/29751**
CM9 Reference:	**AF11/863**
Author:	**Julie Scoggins, Manager Financial Services**
Authoriser:	**Jane Fetherstonhaugh, General Manager Corporate and Regulatory Services**
Summary:	**Legislation - Council is required to develop and adopt an Annual Business Plan in accordance with the Local Government Act and Financial Regulations.** **Operational & Financial Planning Document - the Annual Business Plan is the key annual operational and financial planning document for the City of Mount Gambier Council.** **Annual Overview - this document describes Council's proposed services, projects, objectives and KPIs for 2024/2025 and includes the rating strategy and draft rating policies and annual budget**
Strategic Plan Reference:	**Goal 1: Our People** **Goal 2: Our Location** **Goal 3: Our Diverse Economy** **Goal 4: Our Climate, Natural Resources, Arts, Culture and Heritage** **Goal 5: Our Commitment**

REPORT RECOMMENDATION

1. That Audit and Risk Committee Report No. AR24/29751 titled '2024/2025 Draft Annual Business Plan and Budget' as presented on 03 June 2024 be noted.
2. That the Audit and Risk Committee feedback on Council's Draft 2024/2025 Draft Annual Business Plan and Budget and/or the associated processes and risks, as follows:
   - XXXXX
   - XXXXX
   - XXXXX

   be incorporated with the public consultation feedback to be presented to the Special Council meeting to be held on the18 June 2024 for consideration of the adoption of the Draft 2024/2025 Annual Business Plan and Budget.

TYPE OF REPORT

Corporate

BACKGROUND

1. **Audit and Risk Committee Terms of Reference** - The following section of the Audit and Risk Committee Terms of Reference is relevant to this report (as adopted in April 2024):

   12.6 Review of Strategic Management and Business Plans:

   The Committee shall review and provide advice on Council's strategic management plans (at the time of their preparation and scheduled review), which include the following:

   - *Strategic Plan;*
   - *Key principles and assumptions of the Long Term Financial Plan;*
   - *Various Asset Management Plans; and*
   - *Annual Business Plan.*

2. **Legislation** - Council's Draft Business Plan and Budget 2024/25 is developed in accordance with section 123 of the Local Government Act 1999, and sections 6 and 7 of the Local Government (Financial Management) Regulations 2011

3. **Public Consultation** - Consultation must be undertaken on the draft Annual Business Plan in accordance with Council's public consultation policy and Section 123 (4) of the Act for a minimum of 21 days.

4. **Annual Business Plan and Budget Development** - The draft Annual Business Plan and Budget was developed in consultation with staff across Council. Staff provided detailed budget requirements for the coming year to deliver services for community and specific projects. This was then reviewed by senior Council staff and Elected Members at seven workshops held between March and May 2024. The budget was reviewed in detail during the process including "line by line" analysis to ensure that all opportunities for additional revenue and efficient budget allocation were recognised.

5. **Annual Business Plan and Budget Elected Member Engagement** - Seven informal briefings were held with Elected Members during March-May 2024 to brief them on the contents of the budget, LTFP, IAMPs and provide an understanding of the priorities for the coming year.

6. **Council Endorsement of the Draft Annual Business Plan and Budget** - Council endorsed the Draft 2024/2025 Annual Business Plan and Budget for public consultation at the Council meeting on 21 May 2024 and adopted Budget Review 3 for 2023/2024.

PROPOSAL

1. **Strategic Management Plans** - Council's Annual Business Plan and Budget was formulated within the guiding principles detailed in its suite of Strategic Management Plans, including the City of Mount Gambier Strategic Plan 2020-2024, Asset Management Plan and Long-Term Financial Plan. The Strategic documents were reviewed at the same time to ensure alignment and are intended to be reviewed together annually in future years.

2. **Service Levels to the Community** - Council's annual operating program was developed to ensure maintenance of and some enhancements to the current level of all existing services to the whole community.

3. **Annual Business Plan and Budget Overview:**

   General Rates - Rating strategy has been reviewed, where Council Staff and Elected Members worked together to develop and review a number of options that would provide a

balance between community expectations, the achievement of financial targets and the capacity required to deliver this year's budget and the latest LTFP. The following pressures were considered in the development of the rating increase and budget for 2024/2025:

- **Historic Rating -** In previous years rating did not keep up with inflation, and whilst the previously adopted LTFP and last year's ABP included an increase that was smoothed across 3 years, rating was below actual CPI for FY 2024. Last year aligned with previous years, COMG average residential rates were significantly below the rural state average. This has been an historical trend, and over the past three years the gap had increased from 27% from the state average in 2021/22 to 29% in 2023/2024.

2021/2022 Average			
Metro	Rural	State	CoMG
$1,695	$1,461	$1,528	$1,112*

2022/2023 Average			
Metro	Rural	State	CoMG
$1,771	$1,561	$1,626	$1,167*

2023/2024 Average			
Metro	Rural	State	CoMG
$1,898	$1,725	$1,776	$1,223*

* Does not include Waste Service Charge – CoMG $200.00 (2021/2022) & $206.85 (2022/2023) & $217.70 2023/2024)



Rate Modelling Overview (General Rates and Waste Service Charge) - A total of thirty rate models were considered by council. These models took into account of a number of factors:

- **Average Rates** - City Of Mount Gambier's average residential rates have been significantly below the average rural SA average, being $1,223 in FY 2024 compared to $1,725 for the SA rural average.
- **Asset Management -** Further to condition audits and valuations undertaken during this financial year for our major asset classes there has been a significant increase in both depreciation ($1.1m above the adopted LTFP for or 4.83% of the rate increase for 2024/2025), the capital works budget and the forward works program. We have seen the cost of construction increase and the condition audits have informed the works that need to be undertaken.
- **Growth -** Over previous years, the organisation has not increased its staffing capacity to reflect the growth in the community and increased cost of service. This was particularly evident during 2021 where we saw significant growth in our city.
- **Capacity to Deliver** - Capacity Creation - Capacity has been created in a number of different ways: to deliver the ABP:
    - **FTEs** - An additional 1.5 FTEs have been included in the FY 2025 budget to support volunteer management and the delivery of the trails activation plan.

- **Resource** - The capacity of 2 FTEs, which is expected to either be Council staff or consultants/contractors.
- **Strategic Work Plan** - Individual projects such as the Business Systems review have been scheduled, with an ongoing allocation over the life of the LTFP in recognition of the need to resource for future priorities and growth.
- **CBD Activation** - An ongoing allocation has been included in the FY 2025 in response to community feedback.

- I**nflationary pressures** – Higher than expected inflation has resulted in significantly higher costs for materials, contracts, services and utilities.
- **Financial Targets** – as per Council Treasury Management Policy, we have clear targets for 2026/2027 including a positive Operating Surplus Ratio, Net Financial Liability Ratio of less than 100% and an Asset Renewal Funding Ratio of 100%. Our Budget and Long Term Financial Plan needs to ensure we meet these targets in that year and for all future years.
- **Waste Modelling - Waste Service Charge and Waste Management -** Council staff have reviewed the cost of service and undertaken benchmarking compared to other SA Councils, with the following insights:
  - **Cost Of Service -** The full cost of waste collection, kerb side recycling and green waste including the cost of disposal to the Caroline Landfill have not been recovered in previous years.
  - **Proposed Increase** - A proposed increase to the waste service charge of 43.8% will ensure that Council is able to cover the cost of service and also charge at a level that is consistent with other SA councils. This is expected to result in a waste service charge of $311 per household.
  - **Historic Charges** - Like our rating level, the Waste Service charge has been historically low compared to other Councils which is illustrated in the following graph:



Wattle Range is based on 2023/2024.

- The following table represents a range of the models considered:

Rate Model	General Rates Increase 24/25 and 25/26	Growth	Total Rate Increase	Waste Service Charge	Financial ratio targets met	Capacity to support current operations	Capacity to support future growth	Waste Service Charge cover costs
Adopted LTFP (at time of adoption)	5.7%	0.5%	**6.2%**	231.60	✓	✓	✗	✗
Inclusion of current pressures (updated LTFP with what we know now)	5.7%	0.5%	**6.2%**	231.60	✗	✗	✗	✗
Pre waste Modelling	12.2%	1.0%	**13.2%**	231.60	✓		✓	✗
Post Waste Modelling - recommended	10.2%	1.0%	**11.2%**	311.00	✓	✓	✓	✓
To reach State Average - Not achievable given rating policy.	41.0%	0.0%	**41.0%**	231.60	✓	✓	✓	✓

4. Financial Overview:

Summary	Key Measure	Adopted Budget 2024	Draft Budget 2025	Adopted LTFP 2025	Target
Revenue Assumptions	General Rate Increase (excluding growth)	5.53%	10.24%	5.7%	5.7%
	Assessment Growth	0.67%	1.00%	0.5%	0.5%
	Waste Service Charge	6.2%	43.8%	6.2%	6.2%
Key Financial Indicators	Operating Surplus Ratio	-6.7%	-3.5%	-4.3%	> $0 by FY 2027
	Net Financial Liabilities	117%	100%	108%	< 100% by FY 2027
	Asset Renewal Funding Ratio	100%	100%	100%	**> or = 100%**
Operating Revenue	Operating revenue ($'m)	42.3	48.6	44.2	
Operating Expenditure	Operating expenditure ($'m)	45.1	50.3	46.0	
Capital Expenditure	Asset Renewals ($'m)	5.8	8.7	6.6	
	New/Upgrade ($'m)	3.9	2.7	0.7	

- **General Rate Revenue Increase** – As shown in the table above the general rate increase for the draft 2024/2025 budget is proposed as 10.24% excluding growth, higher than the previously adopted LTFP and last year's ABP due to the factors stated in the overview..
- **Inflation** - CPI has been assumed to be 2.9% based on Deloitte Access Economics forecast for FY 2025 as at December 2023 (broadly in line with 2.7% as at March 2024).
- **Operating Deficit** - The operating deficit is lower than the target set by the Long Term Financial Plan for 2024/2025 as adopted by Council in June 2023 of ($1.9) million. This decrease is mainly driven by significantly higher operating revenue as a result of the increases detailed above.

  Increased revenue has been created to support the following:

  - I**nflationary pressures** - in materials, contracts and other (materials, services and utilities) and the higher depreciation costs as a result of valuations for the Infrastructure and Buildings and Structures major asset classes; and
  - **Additional capacity** - required to support the delivery of priorities such as the delivery of the Strategic Work Plan and future growth (in the form of unlocking project funding (those foundational projects that support the delivery of Council's Strategic Work Program), additional FTEs (1.5 FTEs to support the implementation of the volunteer management and the trails masterplan, and resourcing capacity equivalent to 2 FTEs or consulting/contractor capacity) and an additional budget allocation for the Strategic Work Program. In response to community feedback additional budget has also been allocated for CBD activation.

- **Operating Expenditure** - A total of $50.3m will be spent on operating expenditure including waste management and disposal, development assessment and planning services, library services, community development and events plus the maintenance/depreciation of infrastructure and building assets including roads, footpaths, lighting, stormwater drainage, cemeteries and other council properties. As stated above, this is an increase on the current adopted LTFP and incorporates capacity required to deliver services for the community in support of Council's LTFP.
- **Renewal Program** - Next year $8.7m has been allocated to renew assets including Buildings and Structures $1.2m, Infrastructure $3.6m and Plant and Equipment $3.6m. The increase in expenditure compared to the prior year budget and previously adopted LTFP reflects the impact of the condition audits and valuations that have informed the forward capital works program and the Asset Management Plans.
- **New/Upgrade** - Next year $2.7m has been allocated to New/Upgrade including investment in Waste Management $0.9m, Railway Lands Playspace (with supporting grant funding) $0.5m, other buildings and structures $0.2m, Infrastructure $0.4m, plant of $0.5m (including $250k for a 5.5-6 ton excavator), and IT/Other $0.2m.
- **Key Financial Indicators** - The key ratios have been compared to the adopted LTFP as shown below:

Financial Indicator	Adopted Budget 2024	Draft Budget 2025	Adopted LTFP 2025
Operating Surplus Ratio	-6.7%	-3.5%	-4.3%
Net Financial Liabilities Ratio	117%	100%	108%
Asset Renewal Funding Ratio	100%	100%	100%

  - **Operating Deficit Ratio** - The operating deficit ratio is lower than the adopted LTFP (favourable variance) mainly due to the increases in operating revenue that more than offset the increased expenditure (with more detail provided above).
  - **Net Financial Liabilities Ratio** - This is lower than the LTFP target (favourable) mainly due to the increase in revenue detailed above and reduced borrowings from 2022/2023 and forecast for 2023/2024.
  - **Asset Renewal Funding Ratio** - Both the current plan and LTFP target are 100% reflective of the updated Asset Management Plan.

5. **Grant Funding** - Council has also been successful in securing significant grant funding from Local Roads and Community Infrastructure. Additional grant funding of $250k has been assumed to support the development of the Railway Lands Playspace.
6. **Financial Statements** - Includes the following statements:
   - Statement of Comprehensive Income;
   - Statement of Financial Position (Balance Sheet);
   - Statement of Changes in Equity;
   - Statement of Cash Flows;
   - Uniform Presentation of Finances; and
   - Financial Indicators.
7. **Annual Net Impact to Financing Activites (surplus (defiict))** - Council's (budget deficit) as shown in the Uniform Presentation of Finances in 2024/2025 is expected to be ($0.7m). This deficit is lower (unfavourable) than the previously adopted LTFP target mainly due to the improved operating deficit being more than offset by increased investment in asset renewals

and new assets (reflecting updated information as a result of the asset condition audits and valuations).

8. **Rating Policy and Rate Rebate Policy** – Aligned with previous years the two policies have been included in the draft Annual Business Plan and Budget document. They identify the framework within which Council must operate and make policy choices. It should be noted that the R130 Rates General Matters Policy has been included in the R105 Draft Rating Policy (with a recommendation to revoke this standalone policy when the Annual Business Plan and Budget is adopted). They will be included for adoption with the Annual Business Plan and Budget in June 2024.

LEGAL IMPLICATIONS

As shown in more detail in the background section of this report including Section 123 of the Local Government Act 1999 and Part 2 (6) and (7) of the Local Government (Financial Management) Regulations 2011.

STRATEGIC PLAN

The Draft Annual Business Plan and Budget 2024/2025 is aligned with the City of Mount Gambier Strategic Plan 2020-2024.

COUNCIL POLICY

R105 Draft Rating Policy 2022/2023 (included in this agenda item)

R155 Rate Rebate Policy (included in this agenda item)

R130 Rates Matters Policy (to be revoked at Special Council meeting)

P195 Community Consultation and Engagement Policy

T150 Treasury Management Policy

B300 Budget Framework Policy

Procurement Policy

Disposal of Land and Assets Policy

ECONOMIC IMPLICATIONS

The Annual Business Plan and Budget was developed considering the adopted Long-Term Financial Plan 2024-2033 and aligned with the development of the draft Long Term Financial Plan 2025-2034 and draft Asset Management Plans 2025-2034 also included in the agenda for this meeting.

ENVIRONMENTAL IMPLICATIONS

The Draft Annual Business Plan and Budget 2024/2025 includes Council's environmental budget for the year, annual objectives and key performance indicators, services and projects aligned with the strategic goals of Our Diverse Economy and Our Climate, Natural Resources, Arts, Culture and Heritage.

SOCIAL IMPLICATIONS

The application of rates is recognised as a system of taxation of residents, and as such, Council strives to the best of its ability to ensure that rates are applied fairly and that the burden is shared equally by those with ability to pay in proportion to their wealth.

Council has and will continue to consider the impact of rates on all sections of the community and those on fixed incomes and with limited financial resources.

CULTURAL IMPLICATIONS

Nil

RESOURCE IMPLICATIONS

The development of the Draft Annual Business Plan and Budget 2024/2025 has been managed within existing staff resources.

The capacity and capability of the organisation to deliver the Draft Annual Business Plan outcomes has been reviewed and confirmed with key stakeholders.

VALUE FOR MONEY

The Draft Annual Business Plan 2024/2025 includes the budget. Procurement of goods and services included in the budget will be aligned with the Procurement, and Disposal of Land And Assets Policies.

RISK IMPLICATIONS

The capacity to deliver the Draft Annual Business Plan and Budget has been reviewed by the Executive Leadership Team (ELT) with a particular focus on the delivery of the operating and capital works programs.

EQUALITIES AND DIVERSITY IMPLICATIONS

Annual objectives and KPIs in relation to implementation of these plans have been included in the Draft Annual Business Plan and Budget

ENGAGEMENT AND COMMUNICATION STRATEGY

Community consultation timelines and approach is aligned with that defined in the Local Government Act and Council's Policy P195 Community Consultation and Engagement Policy defines community consultation as being "part of community engagement and means a planned process by which the Council formally invites its constituents and stakeholders to comment about matters upon which Elected members are to deliberate."

Decision to be made	Make recommendations for the Draft Annual Business Plan 2024/2025.
Key factors to be considered in decision	• Draft Long Term Financial Plan 2025-2034 • Draft Asset Management Plans 2025-2034 • City of Mount Gambier Strategic Plan 2020-2024 • Local Government Act 1999
Area of community influence	• **Aspects that are fixed** – Legislative factors; • **Key areas for community input** – The community may make submissions on all sections of the Annual Business Plan.
Method of consultation, informing the community	Copies will be available at: • The Mount Gambier Library; and • The Customer Service counter. • Have Your Say website A facility will be available for the community to ask questions and receive submissions on Council's Have Your Say website during the public consultation period. A Special Council meeting will be held on Tuesday 18 June 2024 at 5:00pm to hear feedback from the community.

Feedback to stakeholders/Council	A written response will be made to all submissions once the Annual Business Plan 2024/2025 has been adopted by Council.
Timeframe for Consultation	23 May - 13 June 2024.

IMPLEMENTATION STRATEGY

Following the adoption of the 2024/2025 Annual Business Plan and Budget in June 2024 the following will occur:

- **Budget** - the budget will be formally rolled out across the organisation to all budget holders and will form the basis of financial performance reporting.
- **Annual Objectives and Key Performance Indicators** - Performance against the annual objectives and Key Performance Indicators included in this document will form the basis for quarterly Annual Business Plan Performance reporting that will be brought to Council.

CONCLUSION AND RECOMMENDATION

The Draft Annual Business Plan, detailing Council's intended programs for the 2024/2025 financial year including the rating policy and annual budget was presented for endorsement for public consultation on 21 May 2024 and will be available for comment and submission by the community until 13 June 2023.

The process that was undertaken to build the budget achieved the key outcomes established prior to the start of the process.

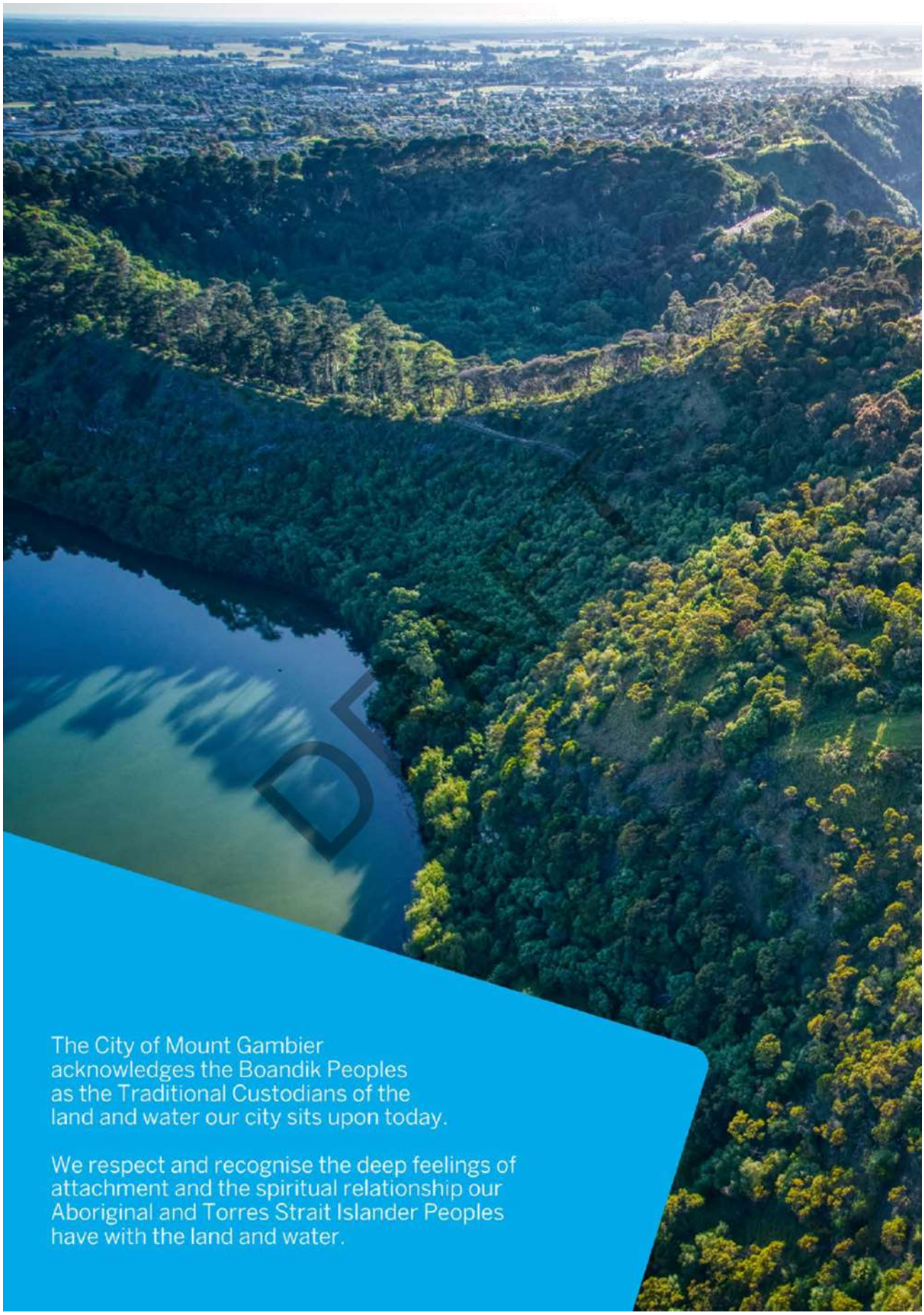
ATTACHMENTS

1. Attachment 1 - Draft Annual Business Plan and Budget

City of Mount Gambier

DRAFT 2024/2025 Annual Business Plan and Budget




The City of Mount Gambier
acknowledges the Boandik Peoples
as the Traditional Custodians of the
land and water our city sits upon today.
We respect and recognise the deep feelings of
attachment and the spiritual relationship our
Aboriginal and Torres Strait Islander Peoples
have with the land and water.

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DRAFT

A message from the Mayor



On behalf of Elected Members, I present the draft 2024/2025 City of Mount Gambier Annual Business Plan and Budget.

This is Council's key operational and financial planning document, outlining the proposed programs and capital projects that we will undertake in the upcoming financial year.

Budget deliberations have been particularly challenging this year, as we grapple to balance priorities with the financial climate, being mindful of cost of living pressures and the provision of service delivery required to meet community expectations and ensure that Council is positioned for long term financial sustainability.

Elected Members have engaged in the most robust budget discussions I have been part of in my six years as Mayor, participating in seven workshops in which we carefully considered numerous scenarios and options over many hours to come to a draft budget and long term financial plan that continues to best serve our community.

Elected Members and Council staff have identified where savings can be achieved, how to ensure that we maintain our assets and looked line by line into this budget. I can assure you that no stone was unturned to balance Council's short and long term financial obligations, while creating capacity to deliver what the community expects in 2024/2025.

Council delivers a whole range of services to our residents in line with community expectations and in accordance with the Asset Management Plan and the Long Term Financial Plan to maintain our assets and our city. To support that work, we have made the difficult decision to increase rates to 10.24 per cent, excluding growth in the draft 2024/2025 Annual Business Plan and Budget.

Like everyone within the community, Council is feeling the pressure of cost escalations and has attempted to minimise the impact of increasing costs for our ratepayers for several years. We have absorbed the impact of growth and rated below CPI, and we are now unable to continue to absorb the true additional service and waste costs and must increase rates.

This rating model provides and enhances our services, enables Council to meet its key financial ratios and provide organisational capacity to support the future growth of the organisation and the implementation of strategic plans such as Mount Gambier 2035 and the Sport, Recreation and Open Space Strategy (SROSS). We not only continue our existing services, but also have priority projects enhancing our unique local spaces, such as Umpherston Sinkhole/Balumbul and the Crater Lakes area. We are also looking forward to working with volunteers, including establishing some new programs which will make our city even more attractive and improve liveability. We are investing in the arts, and in designing the shape of our city.

This is a visionary budget and I have been buoyed by the discussions occurring around Mount Gambier 2035 and know that we have an exciting future. The City of Mount Gambier is proud to provide services, programs and support to our community, and to build on the vision that our community is developing.

I look forward to continuing to work with Elected Members and Council staff as we focus on delivering exciting and progressive projects for both residents and visitors to our city to enjoy.

Lynette Martin OAM
MAYOR

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A message from the CEO

The preparation of the draft City of Mount Gambier 2024/2025 Annual Business Plan and Budget has provided us with an opportunity to take an intensive look at Council's finances and service delivery models during what is currently a difficult financial climate for the community and Council.

Council's proposed 2024/2025 Annual Business Plan and Budget is focused on providing a balance of capacity to maintain and improve assets and services for the community, and long term financial sustainability. Unlocking projects will provide capacity within the organisation, review service levels and seek efficiencies. We will assess our asset management planning approach, business systems and infrastructure and workforce planning framework. Importantly, we will also begin work to explore the growth opportunities associated with Council's strategic plans. As part of the Mount Gambier 2035 Strategic Plan project to create a collective vision for our city, our community told us that they want us to deliver some great things, and we are confident that the draft budget being presented to you, gives us the financial capacity to work with you on that.

The Waste Service Charge is proposed to increase to $311.00 per household in 2024/2025. This charge includes the cost of waste collection, kerbside recycling, greenwaste and the cost of disposal to Caroline Landfill. This proposed increase will ensure that Council is able to cover the cost of the service and also charge at a level that is consistent with other South Australian councils. Additionally, with growth comes extra demands on Council including more bin lifts. In fact, we now have reached one million bin lifts per annum.

Council understands the financial pressures our residents are currently facing, and we have historically endeavoured to keep rates as low as possible to ease the burden on local households. In 2020/2021 Council applied a zero rate increase to assist ratepayers during COVID, and in 2022/2023 and 2023/2024 rate increases were below the Consumer Price Index (CPI).



It is also worth noting that councils throughout Australia rely on Federal Government grant funding, and these vital funds have been considerably reduced in recent years.

Council is not immune to the universal surge in costs and can no longer continue to absorb compounding increases, hence the difficult decision has been made to increase rates.

City of Mount Gambier remains dedicated to offering a wide range of services to benefit our residents. We are committed to ensuring ongoing sustainability so that our assets are maintained and provided to a good standard, and where we can provide the foundations for our thriving city into the future.

Sarah Philpott
CHIEF EXECUTIVE OFFICER

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How the Annual Business Plan and Budget was prepared

PURPOSE

The Annual Business Plan is the key operational and financial document for Council. It sets proposed operational programs and capital projects for 2024/2025 and how we will allocate our budget.

STRATEGIC DIRECTION

The content has been developed after taking into consideration the long-term direction of the Futures Paper, Strategic Plan 2020-2024, The Long Term Financial Plan (10 Year Plan) and the Asset Management Plan (10 years). Maintaining an adequate level of expenditure on existing assets on an annual basis ensures intergenerational equity, that is the burden of costs is met equally by current and future ratepayers.

Council have engaged with the community and Elected Members in the build of the new strategic plan (Mount Gambier 2035). This will set the direction for the next ten years.

Strategic priorities were reviewed with the Executive Leadership Team, Management Team and Elected Members to inform timing and deliverables for the next three years in the further development of the Strategic Work Plan. The additional capacity required to deliver the supporting projects and corresponding budget allocation for 2024/2025 is detailed in this document.

GENERAL RATES

During the budget process, a review of rating strategy was undertaken including benchmarking against other South Australian councils on the average rural residential rates for South Australia as at 2023/2024. A significant number of scenarios were developed for rates in 2024/2025 and beyond.

These scenarios were reviewed with Council's Executive Team and Elected Members at budget/LTFP workshops with a particular focus on the achievement of target financial ratios by 2027.

WASTE SERVICE CHARGE

A review was undertaken of the cost of providing waste services to the community. Due to inflationary pressures that have impacted both operating costs and the capital costs of constructing and capping cells at the Caroline land fill facility, a scenario was proposed that included a significant increase for 2024/2025.

OPERATIONS BUDGET BUILD APPROACH

The Annual Business Plan 2024/2025 adopted a 'bottom up' budget approach where meetings were held with budget holders to examine their costs, which required managers to justify expenditure and provide assumptions for revenue.

The 'first cut' of the budget was $2.2m above the previously adopted LTFP target operating deficit (including $1.1m of depreciation). Council staff reviewed revenue and expenditure and were able to further reduce the operating deficit by $0.7m.

ELECTED MEMBER REVIEW

Seven workshops were held with Elected Members to develop this budget, discuss priorities, and work through requested rating scenarios to inform the draft budget and LTFP during March to May 2024.

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Significant Influences

In the development of the Annual Business Plan we have undertaken a review of our internal environment and broader external environment that includes social, environment, economic and planning elements. This review identifies key issues that help provide the context for the development of this plan.

MARKET CONDITIONS

Over the last three years Council has seen the impact of COVID-19 on the availability and cost of materials and resources to support its capital works program. If this trend continues it may mean that additional contingency may be required to fund the program included in this Annual Business Plan and Budget.

LOCAL ECONOMY

With a diverse and stable economic base, the Mount Gambier region is one of the most significant contributors to the South Australian economy
in both export, local income and tourism. Key industries that contribute to the city and regional economy are:

- Softwood timber industry,
- Education,
- Visitor economy,
- Health services,
- Agribusiness, and
- Transport and logistics.

A focus for growth is the visitor economy, a diverse and wide-reaching sector that impacts broadly across service and product groups. The growth of this sector impacts on business opportunities from hospitality, to growing existing products and services and providing exciting new opportunities. This sector strongly links to the agribusiness sector, with farm experiences increasingly sought after by international visitors.

Transport and logistics are key employers in Mount Gambier. The city is one hour from Portland's major deep seaport and ensures that Mount Gambier remains a key transport hub.

The transport sector remains strong, with growing demand, particularly in the city's forestry sector.

TOURISM SECTOR

A cross-government approach to the development of access to Mount Gambier's natural attractions has been advocated. This would include scoping, master planning and the facilitation of approvals to consider infrastructure development and marketing.

DEVELOPMENT

The development of Limestone Coast Regional Plan continues and it is anticipated that consultation will begin in the first quarter of 2025. The Regional Plan will identify and guide land use and infrastructure requirements, for City of Mount Gambier and provide information and strategic direction towards the development in Mount Gambier and the Limestone Coast.

POLITICAL ENVIRONMENT

State and federal governments will continue to have an impact on the political environment in which Council operates. This may also influence the grants and partnering opportunities available to the local government sector.

HISTORIC RATING

In previous years rating did not keep up with inflation and whilst an increase was proposed smoothed across 3 years last year, rating was below actual CPI for FY 2024. Last year aligned with previous years, COMG average residential rates were significantly below the rural state average.

GROWTH

Over previous years the organisation has not grown/increased budget to reflect community growth (and increase in cost of service).

COST PRESSURES

The budget has incorporated the pressures from high inflation impacting on major valuations, utilities, and significant increases in other goods and services.

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Significant Influences

ASSET MANAGEMENT

Further to condition audits and valuations undertaken during this financial year for our major asset classes there has been a significant increase in both depreciation ($1.1m above the adopted LTFP for 2024/2025), the capital works budget and the forward works program. This increase is required to maintain our assets to an acceptable standard for our community in accordance with legislation.

CAPACITY CREATION

Additional capacity is required to deliver a budget that will achieve financial targets whilst meeting community needs and creating the organisational foundations to support the efficient and effective delivery of services. Further to Elected Member review and subsequent development of further scenarios this budget incorporates the following:

- Unlocking projects (as per the Strategic Work Plan and detailed in the key assumptions section);
- Resource capacity (either in the form of 2 FTEs or contractors/consultants);
- CBD activation;
- Strategic work plan delivery (beyond those projects already identified).

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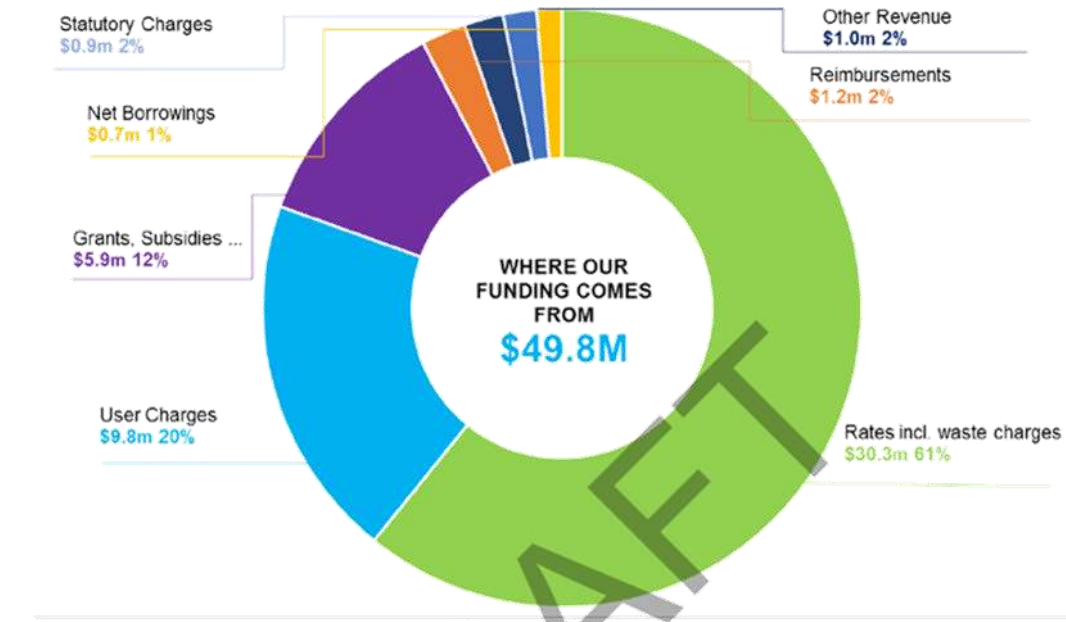
Funding and Expenditure Summary





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Council Snapshot



ROADS

SEALED ROADS
231.2KM

UNSEALED ROADS
1.3KM

AREA

m² area

33.88
SQUARE KILOMETRES

ECONOMIC PROFILE

GROSS REGIONAL PRODUCT
$1,750m

STAFF (FTE)

152

LARGEST SECTOR
CONSTRUCTION

POPULATION

27,846

GENERAL RATES REVENUE INCREASE

10.24%
(excl. growth)

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Strategic Context

Hierarchy of Documents - Brings together the key planning documents to ensure that the vision, goals and objectives set by the Futures Paper are implemented in the Long Term Financial Plan, Asset Management Plan, Strategic Plan, and Annual Business Plan. The Annual Business Plan guides and is guided by other key strategic management documents as shown below:



Futures Paper - The Futures Paper outlines strategies for action at the individual, organisation and community level that will enable the community to achieve their collective aspirations.

Long Term Financial Plan (10 years) (LTFP) - shows the financial impact of the implementation of the Strategic Plan over the next 10 years and incorporates key assumptions from the Strategic Plan and Asset Management Plan. The LTFP is reviewed by Council on an annual basis.

Asset Management Plan (10 years) - identifies the required future expenditure on infrastructure and funding required to maintain service levels. It is aligned with the LTFP.

Strategic Plan (4 years) - represents the vision, aspirations and priorities of our community now and into the future. The Strategic Plan is informed by the Futures Paper and identifies the outcomes Council seeks to achieve and the strategies that will put in place to get there. It should be noted that this is the last time that the current version of Council's Strategic Plan 2020-2024 will be used as the foundation Annual Business Plan and Budget. Mount Gambier 2035 is currently being developed (as shown below).

Annual Business Plan (1 year) - Each year, Council develops an Annual Business Plan guided by Council's strategic financial framework which sets strategic directions over the medium and long term and converts these into annual actions and outcomes. This shows the outcomes Council expects to achieve in the year and the services, key measures of success and the budget required to deliver these outcomes.

Mount Gambier 2035 – Council have engaged with the community and Elected Members in the build of the new strategic plan (Mount Gambier 2035). This will set the direction for the next ten years. This version of the Annual Business Plan and Budget has considered the Strategic Work Plan that underpins the delivery of Mount Gambier 2035. The draft strategic plan will be brought to Council in June 2024 for community consultation. Once adopted this version of the strategic plan will inform future Annual Business Plan and Budgets.

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Highlights

With finite resources, pressures to deliver more and changes in consumer's expectations of Council's services, there is a growing need for Council to deliver services tailored to demand.

This Annual Business Plan will focus on maintaining service standards efficiently.

Highlights for the year ahead include:

WULANDA RECREATION AND CONVENTION CENTRE

Continue to operate and activate the Wulanda Recreation and Convention Centre facility. This will increase the ability for Mount Gambier to host major sporting competitions, conferences, events and performances providing significant social and economic benefits.

LOCAL ROADS AND COMMUNITY INFRASTRUCTURE GRANT FUNDING

Council will utilise the funding provided by the Phase 4A program to construct the Frew Park amenities project in 2024/2025 and from Phase 4B Program to design and construct the road reconstruction project for Crouch Street South to Warren Street.

SPORT, RECREATION AND OPEN SPACE STRATEGY

To continue to provide quality, well-planned spaces and guide the future direction of open spaces and facilities in Mount Gambier, Council intend to complete a masterplan for Umpherston Sinkhole/ Balumbul and commence a masterplan for Vansittart Park (aligned with a previous Council decision).

STRATEGIC WORK PLAN

This summarises and guides the delivery of Council's priorities over the next three years and has been updated for 2024/2025 onwards through engagement with Council staff, Council's Executive Team, Elected Members and the development of Mount Gambier 2035 (as shown on the next page).

UNLOCKING PROJECTS

There are three foundational projects underpinning the Strategic Work Plan that have been identified as priority "Unlocking Projects" that will create both capacity and capability in Council to deliver and develop services in an efficient and effective manner. In 2024/2025 the three projects are expected to deliver the following:

1) **Asset Management Planning Approach** - Delivering the following for 2024/2025:
   - Establishment of new asset classes for FY 2026;
   - Asset policy framework and supporting procedures and service levels; and
   - Draft asset management plans.

2) **Business Systems & Infrastructure Stage 1** - Creating capacity through the following:
   - Data management;
   - Business process review and alignment; and
   - Moving to a SaaS platform (software as a service).

3) **Workforce Planning Framework** – Developing organisational knowledge and creating efficiencies through the following:
   - Service register and benchmarking;
   - Establishment of a service review framework; and
   - Undertake service reviews and workforce analysis.

WASTE MANAGEMENT STRATEGY

Council have endorsed a holistic strategy and plan that supports the targets and outcomes of South Australia's Waste Strategy 2020-2025, with a key emphasis on initiatives that reduce avoidable waste to landfill to zero by 2030.

URBAN AND PLANNING DESIGN

Council will participate in the regional planning process and develop an Urban planning and design framework.

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Highlights

CBD ACTIVATION AND EVENTS

An additional budget allocation of $100k has been allocated to support CBD Activation and additional events.

VOLUNTEERS

Development of volunteer programs with the introduction of a 0.5 FTE volunteer coordinator.

CRATER LAKES ACTIVATION

Delivery of the Crater Lakes Trails Plan supported by additional 1.0 FTE with supporting activation activities.

VISITOR SERVICING MODEL

Implementation of new visitor servicing model for Mount Gambier.

AFFORDABLE HOUSING STRATEGY

- Development of an Affordable Housing Strategy for Mount Gambier to be developed for adoption by Council.
- Implementation of plan.

BEACON ART AND ART STRATEGY

- Delivery of a beacon art project with agreed approach for future similar projects.
- Delivery of a City of Mount Gambier Arts Strategy providing strategic direction for the Riddoch Arts and Cultural Centre.

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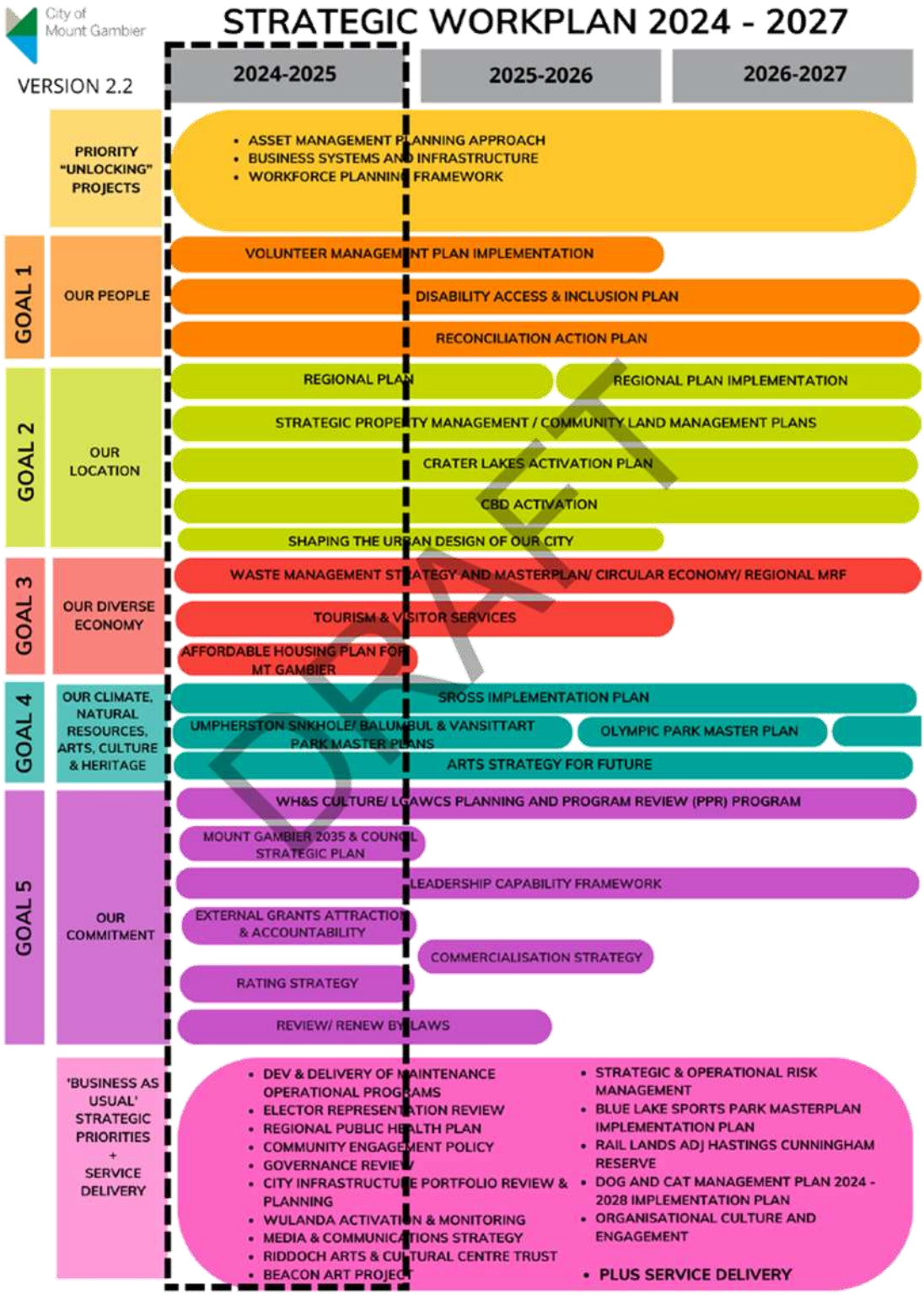
Strategic Work Plan



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Key Assumptions

GENERAL RATES

The general rate provides benefits to the whole community and ensures social, economic and environmental sustainability. The number of rateable properties in 2024/2025 is TBC with estimated assessment growth of 1.0% and current assessment increase of 10.24% equaling a total increase of 11.24% in general rate revenue.

WASTE SERVICE CHARGE

Council has not been previously charging the full cost of waste collection, kerbside recycling and green waste including the cost of disposal to the Caroline Landfill.

A proposed increase to the waste service charge of 43.8% will ensure that Council is able to cover the cost of service and also charge at a level that is consistent with other SA councils.

INFLATION

Inflation has been applied to revenue (with the exception of rates) based on forecast Adelaide CPI as at December 2023 where appropriate as provided by Deloitte Access Economics.

Inflation has also been applied to expenditure based on contractual agreements i.e. contract terms for other expenditure where appropriate.

Actual Adelaide CPI as confirmed by the Australian Bureau of Statistics for the March Quarter 2024 was 4.3%, which is higher than the budget assumption and the Deloitte Access Economics forecast for 2024/2025 used for this budget of 2.9%.

It should be noted that significant increases have been experienced for goods and services purchased by Council in particular utilities and capital projects.

Strategies will be developed to mitigate additional pressures should inflation be higher than assumed in the budget.

USER PAYS PRINCIPLE

Benefits that are provided to a distinct group of the community will, wherever practicable be charged directly to the recipient of that benefit.

CURRENT SERVICE LEVELS

Council's annual operating program was developed to ensure maintenance of the current level of existing services to the whole community (with the exception of enhanced services as supported by new staff members detailed below).

STAFFING

Equivalent of 3.5 additional FTEs have been incorporated in the 2024/2025 budget.

Strategic Work Plan Implementation 1.5 FTEs - To support the implementation of the Volunteer Management Plan and Crater Lakes Trails Plan.

Organisational capacity - 2.0 FTEs to support the delivery of the Strategic Work Plan (noting that this will be delivered through either staffing or consultants/contractors).

KEY FINANCIAL INDICATORS (KFIs)

The following Key Financial Indicators are deemed by the Local Government sector to be the best indicators for determining financial sustainability:

- Operating surplus / (deficit) ratio;
- Net financial liabilities ratio; and
- Asset renewal funding ratio.

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Capital Expenditure

It is essential that Council manages and maintains its assets responsibly, to maximise the value and the services the community derives from them.

The annual capital works program is informed by:

a. Elected Members and community input

b. City of Mount Gambier Strategic Plan 2020-2024

c. The suite of Asset Management Plan (e.g. buildings, roads, footpaths), and

d. The Long Term Financial Plan.

The capital projects budget identifies the amount of money that Council will invest in its long term physical assets and includes two categories:

RENEWALS

Renewals refers to the amount of money that Council will spend in maintaining and replacing its existing asset base.

This category would include such projects as road resurfacing and line marking, street and footway lighting.

NEW CAPITAL/UPGRADE

The amount of money Council will invest in new assets can either be the upgrade of existing assets or the creation of new assets.

The below table provides an indication of what Council will spend to maintain its infrastructure and is based on Council's Asset Management Plan.

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$'k	Renewals	New/ Upgrade	Total
Buildings and Structures	1,197	1,589	2,786
Caroline Landfill	-	-	-
Infrastructure	3,623	411	4,034
IT	23	140	163
Other	240	146	386
Plant and Equipment	3,613	456	4,069
TOTAL	**8,696**	**2,743**	**11,439**

Capital Expenditure

BUILDINGS AND STRUCTURES

Project Name	Project Description	Gross Expenditure $'000s	Grant Contribution $'000s	Net Expenditure $'000s
Carinya Gardens – crematorium and chapel renewal project	Year 1 (2024/25) design + scoping; Year 2 (2025/26) - Construction	75	-	75
Carinya mowing strips	Concrete mowing strips at the Carinya Cemetery.	10	-	10
Carinya waterfall Area	Irrigation system for Sheoak Garden.	12	-	12
Carinya workshop and machinery shed	Construction of retaining wall around the workshed building	15	-	15
Carinya workshop and machinery shed	Construction of screening to shield children's burials.	15	-	15
Carinya burial grounds	New burial area development - detailed design works (design year 2024/25)	8	-	8
Carinya crematorium and chapel	Chapel flooring floorboards renewal	25	-	25
Frew Park amenities	Construction for the renewal/upgrade of existing Frew Park amenities (toilets, oval ground, seating, pergola areas) funded by LRCI Phase 4(a) Commonwealth grant funding.	450	(450)	-
Civic Centre roof replacement	Roof replacement Stage 1	120	-	120
Civic Centre lift	Installation of replacement lift at Civic Centre (50% of 2024/2025 costs to reflect Council's contribution aligned with the Council resolution for the project costs split over 2 financial years).	60	-	60
Varcoe Building cultural civic centre	Works to support the project undertaken by Country Arts SA, including bus stop relocation.	55	-	55
Energy efficiency program	Projects that support Council's decision to deliver projects annually.	50	-	50
Old Mount Gambier Gaol	Wall dampness, walls dampcourse removal and redoing.	200	-	200
Railway Lands nature play	Construction of a nature play area in the Railway Lands (design completed in 2023/2024) with private funding of $150k (received in prior year) and assumed additional grant funding of $250k.	500	(400)	100

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Capital Expenditure

BUILDINGS AND STRUCTURES (CONTINUED)

Project Name	Project Description	Gross Expenditure $'000s	Grant Contribution $'000s	Net Expenditure $'000s
Bus shelter renewals	Renewal of 2 bus shelters.	50	-	50
Riddoch Art Gallery floor renewal	Gallery floor sanding and renewal.	20	-	20
Public library floor renewal	Carpet replacement	15	-	15
Public library fittings renewal	Café doors full replacement	15	-	15
Wulanda renewals	Allocation for additional renewals	85	-	85
Wulanda construction project	Project management costs	20	-	20
Wulanda CCTV	Additional CCTV for facility	15	-	15
Waste Transfer Station TS concrete slab	Concrete Slab for metal housing.	25	-	25
Caroline facility perimeter litter fencing	Construction of perimeter litter fencing.	105	-	105
Caroline cell cover tarping system	Cell cover tarping system	158	-	158
Additional leachate management	Investigate and design leachate management system	526	-	526
Caroline facility windbreak and fencing	Windbreak and fencing	16	-	16
Caroline facility vehicle wash bay	Vehicle wash bay	42	-	42
Extended awning for customer service - ReUse Market	Extended awning for customer service at ReUse Market	17	-	17
PA emergency evacuation linked to fire panel – Waste Transfer Station and ReUse Market	PA emergency evacuation linked to fire panel – Waste Transfer Station and ReUse Market to meet building code	26	-	26
Roof laser lights panel at Waste Transfer Station	Roof laser lights panel at Waste Transfer Station	15	-	15
Works Depot wash bay	Design works for the relocation of current wash bay and construction of new bay compliant with EPA regulations (assumed construction in 2025/2026).	30	-	30
Dog pound	Design works for relocation/upgrade of the existing kennel to the back of the depot.	12	-	12
TOTAL		**2,786**	**(850)**	**1,936**

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Capital Expenditure

INFRASTRUCTURE

Project Name	Project Description	Gross Expenditure $'000s	Grant Contribution $'000s	Net Expenditure $'000s
Car park renewals	TBD	53	-	53
New footpaths program (1)	New footpaths including: Chute Street, Link Street, Ramsay Avenue, Shelley Crecent, Sinclair Street.	177	-	177
New footpaths program (2)	CBD - Accessibility audit - parklet etc	106	-	106
New footpaths program (3)	Project identified through Shared Path Master Plan (Design)	91	-	91
Kerb and channel renewals	Canavan Road and Crouch Street North	39		39
Retaining walls	Including: Ski ramp road / car park, Suttontown Road - Coolabah Street to Marara Street.	94	-	94
Footpath reseal/renewal	Projects TBD.	79	-	79
Road Reconstruction funded by LRCI Phase 4 (b)	Boandik Terrace (Crouch Street to Warren Street).	281	(281)	-
Road reconstruction	Including: Boandik Terrace, Canavan Road, Chute Street, Ramsay Avenue, Shelley Crecent, Shepherdson Road.	1,657	-	1,657
Asphalt overlaying	Including Marngo Place, Wandaree Court, Wehl Street North, Wireless Road East, Wireless Road West.	428	-	428
Roads to Recovery	Including Anthony Street, Truman Street.	419	(419)	-
Road reseals program	The resealing of the sealed roads network.	461	-	461
Drainage program	Including Bay Road (Corner with Commercial Street and Frew Park drainage Works (construction of new stormwater drainage system at Frew Park. Fully funded by LRCI Phase 4a grant).	73	(37)	36
Traffic lights renewal	Including Wehl Street near Amor Street, Wehl Street Helen and Edward, and Crouch and Sturt Street.	77	-	77
TOTAL		**4,034**	**(737)**	**3,297**

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Capital Expenditure

IT

Project Name	Project Description	Gross Expenditure $'000s	Grant Contribution $'000s	Net Expenditure $'000s
IT purchases	Purchase of IT infrastructure assets.	60	-	60
AV system	AV system for Council Chamber	80		80
Microfilm reader	Purchase of replacement microfilm reader for Library.	23	-	23
TOTAL		**163**		**163**

OTHER

Project Name	Project Description	Gross Expenditure $'000s	Grant Contribution $'000s	Net Expenditure $'000s
Trees	Priority focus is the bushfire rehabilitation and revegetation of the affected Crater Lakes area.	80	-	80
Christmas decorations	Renewal of Christmas decorations	20	-	20
Waste bins	Purchase of additional MGBs (mobile garbage bins).	70	-	70
Beacon art project	Design and construction of beacon art project.	66	-	66
Signage program	As per updated signage strategy.	150	-	150
TOTAL		**386**	**-**	**386**

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Capital Expenditure

PLANT AND EQUIPMENT

Project Name	Project Description	Gross Expenditure $'000s	Grant Contribution $'000s	Net Expenditure $'000s
Minor plant	Purchase of new minor plant items as per Asset Management Plan allocation.	40	-	40
Tana compactor	Replacement of tana compactor (at Caroline Landfill)	1,050	-	1,050
Tractors	Replacement of 2 tractors	182	-	182
Quick spray - dual sprayer unit	Replacement of quick spray - dual sprayer unit	25	-	25
Vans	Replacement of 2 vans (toilet cleaning and general inspector)	112	-	112
4WD utility vehicle	Replacement of 1 vehicle	61	-	61
Position partner software	Purchase of position partner software for improved waste compaction at Caroline landfill.	94	-	94
2WD utility vehicle	Replacement of 1 vehicle and purchase of 1 vehicle	122	-	122
Garbage compactors	Replacement of two garbage compactors.	1,100	-	1,100
Water truck	Replacement ofwater truck.	230	-	230
Mowers	Replacement of 6 mowers.	239	-	239
Tip trucks	Replacement of 3 tip trucks	488	-	488
5.5-6 ton excavator	Purchase of new 5.5-6 ton excavator	250	-	250
Welder/power hacksaw	Purchase of welder/power hacksaw	11	-	11
Mower trailer	Replacement of mower trailer	17	-	17
Events wagon	Replacement of events wagon	48	-	48
TOTAL		**4,069**	**-**	**4,069**

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Capital Expenditure

GENERAL RATE INCREASE

The proposed general rate increase will result in a 10.24% increase (excluding growth) i.e. in general rates revenue.

WASTE SERVICE CHARGE

The proposed increase will result in a 43.8% increase to approximately $311 per household to ensure that costs of service are covered.

OPERATING DEFICIT

Budget deficit - Council's estimated operating deficit in 2024/2025 is ($1.7) million.

LTFP target comparison - The operating deficit is lower than the target set by the Long Term Financial Plan for 2024/2025 as adopted by Council in June 2023 of ($1.9) million.

This decrease is mainly driven by significantly higher operating revenue as a result of the increases detailed above.

Increased revenue has been created to support the following:

- **Inflationary pressures** - in materials, contracts and other (materials, services and utilities) and the higher depreciation costs as a result of valuations for the Infrastructure and Buildings and Structures major asset classes; and
- **Additional capacity** - required to support the delivery of priorities such as the delivery of the Strategic Work Plan and future growth.
- **Organisational requirements** - Operating in a deficit environment means that we will need to ensure that we have strong financial controls in place and that public value is maximised.

SERVICE PROVISION

A total of $50.3 million will be spent on operating expenditure including waste management and disposal, development assessment and planning services, the library, community development, events and depreciation of assets, plus maintenance of infrastructure assets including roads, footpaths, lighting, storm water drainage, street trees, sporting facilities, open space, cemeteries and other council properties.

RISKS TO THE BUDGET

It should be noted that there are a number of risks that have not been considered in this year's Annual Business Plan and Budget as their impact at this time is unknown:

- **Ongoing inflationary pressures** - Inflation is based on current forecasts. Any further increases will put additional pressure on the budget.
- **Waste management** - The development of a Waste and Resource Recovery Master Plan has been identified by Council as a key strategic project and is well underway. This document, in conjunction with the 'Waste and Resource Recovery Strategy 2023 – 2030, will provide a whole of life map for waste management, including, the Waste Transfer Station, ReUse Market, Caroline Landfill and kerbside collections.

  The comprehensive planning and analysis combined within the Master Plan, along with associated financial modelling will enable Council to minimise the risks associated with its waste services, particularly those of owning and operating a landfill. One of the components of the Master Plan is a Risk Plan, which will specifically list waste related risks.

  This work is still in progress at the time of preparing this document.

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Financial Targets

OPERATING SURPLUS RATIO

What is the purpose of this ratio?

This financial indicator is useful in determining if current ratepayers are paying enough to cover products and services provided in each period.

How is this ratio calculated?

Operating surplus before capital revenues as a percentage of total operating revenue.

What is the target?

The target to be achieved by FY2027 is that Council will achieve a positive ratio.



NET FINANCIAL LIABILITIES RATIO

What is the purpose of this ratio?

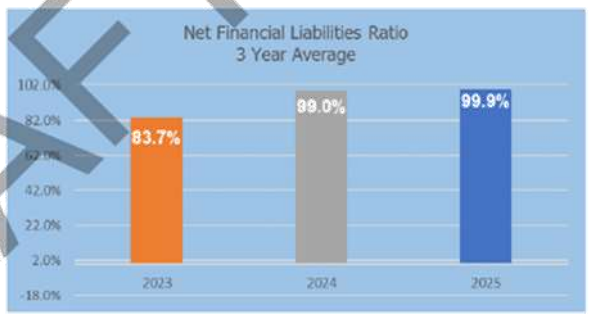
This financial indicator is useful in determining the level of indebtedness that Council has in comparison to its operating revenue.

How is this ratio calculated?

Net financial liabilities as a percentage of total operating revenue.

What is the target?

Council will achieve a net financial liabilities ratio of less than 100% of total operating revenue by FY 2027.



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Financial Targets

ASSET RENEWAL FUNDING RATIO

What is the purpose of this ratio?

This financial indicator is useful in determining if Council is maintaining all its assets.

This is best demonstrated by comparing total capital renewal expenditure planned against Asset Management Plan requirements.

How is this ratio calculated?

Capital expenditure on renewal or replacement of existing assets as a percentage of Asset Management Plan allocations.

What is the target?

Council will maintain an asset renewal funding ratio of greater than or equal to 100% of Asset Management Plan.



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Strategic Plan – Our role and goals

THE CITY DEVELOPMENT FRAMEWORK PROJECT

The City Development Framework Project involved the establishment of overall strategies for development, incorporating economic, social, environment and community opportunities and aspirations based on four interrelated themes:

1. **OUR PEOPLE**

How do we ensure a highly skilled and educated population for the future challenges facing our community? A community reflecting good health, connectedness and wellbeing.

2. **OUR LOCATION**

How do we take advantage of our location and expand our potential as a regional hub? Building on our regional centre for the provision of services, shopping, tourism, cultural, sporting and recreation.

3. **OUR DIVERSE ECONOMY**

How do we build on and diversify our existing economy? We have existing high quality and skilled industry sectors including fabrication, manufacturing, forest products, agriculture, health and education. We also have emerging opportunities for digital technology and related industries.

4. **OUR CLIMATE, NATURAL RESOURCES AND HERITAGE**

How do we promote and preserve our climate, natural resources and environment? We have a temperate climate, the Crater Lakes Volcanic Complex incorporating the world renowned Blue Lake, a unique natural environment and enviable natural resources. We also have a remarkable wealth of Indigenous and European heritage.

5. **OUR COMMITMENT**

The Council has determined the following principles to ensure delivery against the Strategic Plan 2020-2024. These principles underpin all decisions made by the Council. They guide our strategic planning, processes, service delivery and the management of assets.

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Goal one:
Our people
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GOAL 1: Our People

This goal brings together five key themes that affect our people – whether they live, work, study or visit the City of Mount Gambier.

18.1 **Community based organisations and networks.** Our community groups and networks develop and grow to achieve their aspirations.

18.2 **Community growth.** We foster a sense of community by encouraging and supporting participation in community life.

18.3 **Sense of community**. The community grows in real terms at a rate that helps sustain and grow the services available within the City and for the region.

18.4 **Care for the community.** We will develop our service offering to the community to ensure all members have access to required levels of support.

18.5 **Becoming an 'earning and learning' community.** We are driving the development of local career, education and entrepreneurship pathways that build skills to grow the economy, facilitate new businesses, and provide exciting and relevant employment opportunities for all our people as we transition to an 'earning and learning' city.

ANNUAL OBJECTIVES

- Enhance the experience and quality of City of Mount Gambier's volunteer program.
- Ensure equity of access and an inclusive environment for all people living within our community.
- Administer a grants and sponsorship program that supports initiatives and projects, in partnership with our community, that strengthen and respond to Council's Strategic Plan.
- Progress towards the development of a new Reconciliation Action Plan.
- Monitor the activation and management of the Wulanda Recreation and Convention Centre.

KEY PERFORMANCE INDICATORS

- Deliver Year 1 of the Volunteer Management Plan and report progress towards measures of success.
- Development of the Disability Access and Inclusion Plan 2024-2028 and supporting implementation plan.
- Administer two rounds for the allocation of grant and sponsorship funds in accordance with the Policy and review for economic impact.
- Deliver year one of the Dog and Cat Management Plan 2024 - 2028 and report on progress.

SERVICES

- Cemetery services and maintenance,
- Community facilities management,
- Public health and safety,
- Volunteer management,
- Community support programs,
- Library services,
- Community development activities,
- Strategic planning,
- Inspectorial services, including parking and animal management,
- Community engagement and social inclusion,
- Youth development and programming, and
- Sports and recreation.

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PROJECTS

Project Name	Project Description	Gross Expenditure $'000s	Grant Contribution $'000s	Net Expenditure $'000s
Carinya Gardens – crematorium and chapel renewal project	Year 1 (2024/25) design + scoping; Year 2 (2025/26) - construction	75	-	75
Carinya mowing strips	Concrete mowing strips at the Carinya Cemetery.	10	-	10
Carinya waterfall Area	Irrigation system for She-Oak Garden.	12	-	12
Carinya workshop and machinery shed	Construction of retaining wall around the workshed Building	15	-	15
Carinya workshop and machinery shed	Construction of screening to shield children's burials.	15	-	15
Carinya burial grounds	New burial area development - detailed design works (design year 2024/25)	8	-	8
Carinya crematorium and chapel	Chapel flooring floorboards renewal	25	-	25
Civic Centre roof replacement	Roof replacement - Stage 1	120	-	120
Civic Centre lift	Installation of replacement lift at Civic Centre (50% of 2024/2025 costs to reflect Council's contribution aligned with the Council resolution for the project costs split over 2 financial years).	60	-	60
Varcoe Building cultural civic centre	Works to support the project undertaken by Country Arts SA. Including bus stop relocation.	55	-	55
Microfilm reader	Purchase of replacement microfilm reader for Library.	23	-	23
Library floor renewal	Carpet replacement	15	-	15
Library fittings renewal	Café doors full replacement	15	-	15
Dog pound	Design works for relocation/upgrade of the existing Kennel to the back of the depot.	12	-	12
Wulanda renewals	Allocation for additional renewals	85	-	85
Wulanda Construction Project	Project management costs	20	-	20
Wulanda CCTV	Additional CCTV for facility	15	-	15
Works Depot wash bay	Design works for the relocation of current wash bay and construction of new bay compliant with EPA regulations (assumed construction in 2025/2026).	30	-	30
TOTAL		**610**		**610**

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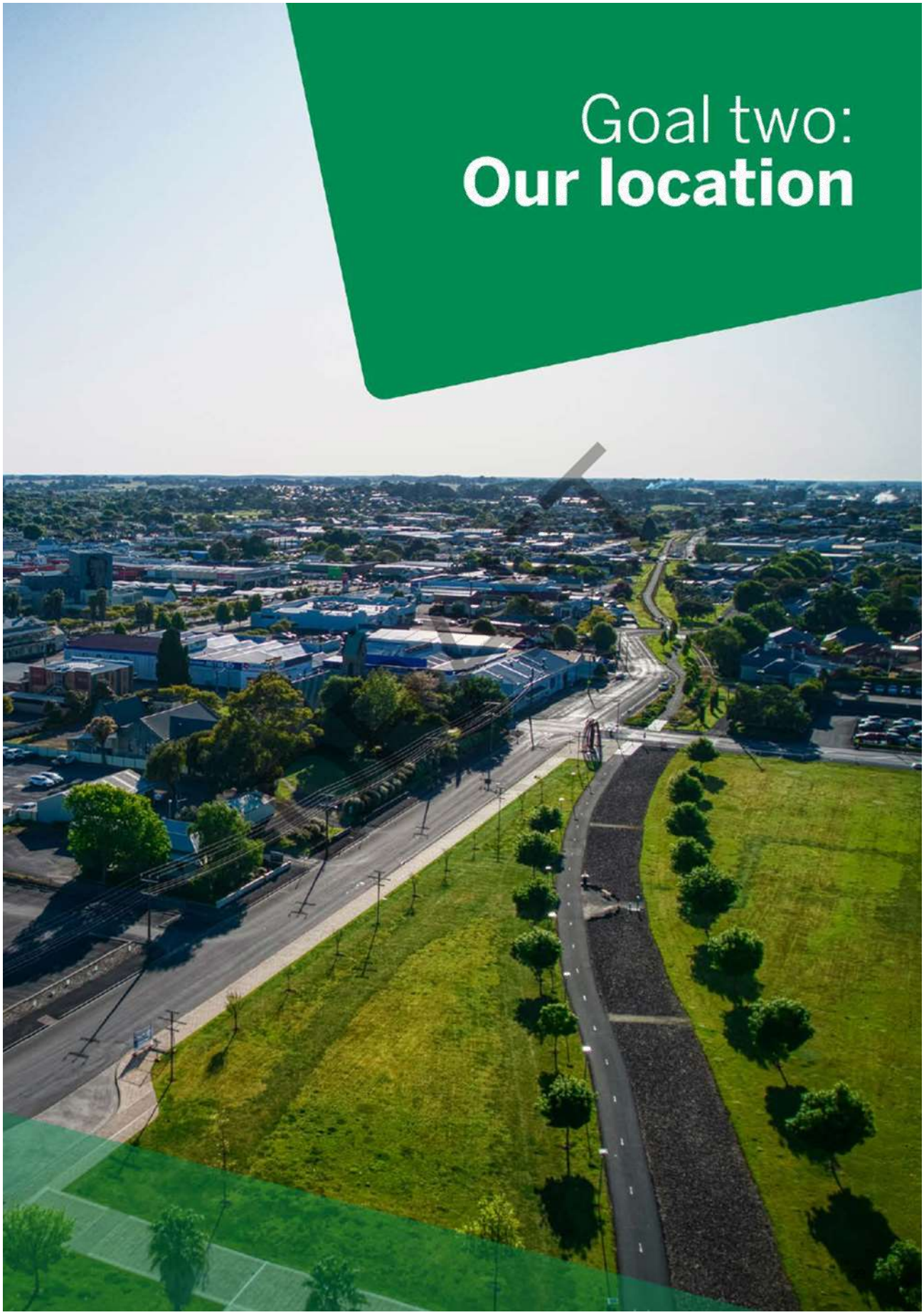
Goal two:
Our location

Mount Gambier is ideally located between both Adelaide and Melbourne, allowing the city to tap into markets in both South Australia and Victoria.

26.1 **Infrastructure development and managing our current assets.** We will commence work on meeting the community's aspirations for future infrastructure development, whilst managing our existing infrastructure and assets in a manner that demonstrates the pride we take in our environment.

26.2 **Regional collaboration.** Significant planning work has been done by the City of Mount Gambier, Limestone Coast councils and Regional Development Australia (Limestone Coast). Councils within the region are keen to collaborate on a number of initiatives including land use planning, infrastructure, waste management, recycling and tourism.

26.3 **The Crater Lakes Precinct and other areas of tourism potential.** We will work with the community to investigate options that enable the Council to capitalise on the Crater Lakes Precinct and other areas of tourism potential.

26.4 **Recognition of our indoor and outdoor sporting assets and our adventurous opportunities.** We will work on capitalising on the delivery of the Community and Recreation Hub to highlight the opportunities for sporting and other community events in Mount Gambier and we will seek to leverage the adventure sports market through support to potential providers to develop activities, effective marketing and working with our partners to raise the profile of our city and region.

26.5 **Focusing on activation, revitalisation and placemaking in our CBD.** We will look to create opportunity in our CBD for all year-round activation through effective placemaking and place shaping, making it a vibrant, cohesive and safe place.

ANNUAL OBJECTIVES

- Deliver the adopted capital works program.
- Deliver asset management program for 2024/ 2025 and new asset management planning approach for implement in 2025/2026.
- Ensure strategic management of Council property assets and supporting policy framework to guide decision making in relation to Council's property needs and Council owned land.
- Shaping the urban design of our City.
- Enhancement and protection of our unique natural resources.
- Implement initiatives and activities that contribute to the activation of Mount Gambier's CBD.

KEY PERFORMANCE INDICATORS

- Regular reporting to Council on progress of capital works program.
- Delivery of new asset classes and supporting asset management plans to inform 2025/2026 budget.
- Property management strategy and supporting implementation framework endorsed by Council.
- Participate in the regional planning process and develop an urban planning and design framework.
- Utilise the endorsed vision and guidling principles to progress the Crater Lakes Activation Plan and delivery of supporting implementation plan.
- Develop a CBD Activation Action Plan.

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GOAL 2: Our Location

SERVICES

- Asset (roads etc) infrastructure renewal and maintenance,
- Management and maintenance of infrastructure including roads, footpaths, parks, public open spaces, street lighting and stormwater drainage,
- Street cleaning and rubbish collection,
- Infrastructure planning,
- Infrastructure project delivery.

PROJECTS

Project Name	Project Description	Gross Expenditure $'000s	Grant Contribution $'000s	Net Expenditure $'000s
Frew Park amenities	Construction for the renewal/upgrade of existing Frew Park amenities (toilets, oval ground, seating, pergola areas) funded by LRCI Phase 4(a) Commonwealth grant funding.	450	(450)	-
Old Mount Gambier Gaol	Wall dampness, walls dampcourse removal and redoing	200	-	200
Railway Lands nature play	Construction of a nature play area in the Railway Lands (design completed in 2023/2024) with private funding of $150k (received in prior year) and assumed additional grant funding of $250k.	500	(400)	100
Car park renewals	TBD	53	-	53
New footpaths program (1)	New footpaths including: Chute Street, Link Street, Ramsay Avenue, Shelley Crecent, Sinclair Street.	177	-	177
New footpaths program (2)	CBD - accessibility audit - parklet etc	106	=	106
New footpaths program (3)	Project identified through Shared Path Master Plan (design)	91	-	91
Footpath reseal/renewal	Projects TBD.	79	-	79

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PROJECTS (CONTINUED)

Project Name	Project Description	Gross Expenditure $'000s	Grant Contribution $'000s	Net Expenditure $'000s
Road reconstruction	Including: Boandik Terrace, Canavan Road, Chute Street, Ramsay Avenue, Shelley Crecent, Shepherdson Road.	1,657	-	1,657
Asphalt overlaying	Including Marngo Place, Wandaree Court, Wehl Street North, Wireless Road East, Wireless Road West.	428	-	428
Roads to Recovery	Including Anthony Street, Truman Street.	419	(419)	-
Road reseals program	The resealing of the sealed roads network.	461	-	461
Traffic lights renewal	Including Wehl Street near Amor Street, Wehl Street Helen and Edward, and Crouch and Sturt Street.	77	-	77
Minor plant	Purchase of new minor plant items as per Asset Management Plan allocation.	40	-	40
Road Reconstruction funded by LRCI Phase 4 (b)	Boandik Terrace	281	(281)	-
Kerb and channel renewals	Canavan Street and Crouch Street North	39	-	39
Retaining walls	Including: Ski ramp road / car park, Suttontown Road - Coolabah Street to Marara Street.	94	-	94
Water truck	Replacement of water truck.	230	-	230
Mowers	Replacement of 6 mowers.	239	-	239
2WD utility vehicle	Replacement of 1 vehicle and purchase of 1 vehicle	122	-	122
Tip trucks	Replacement of 3 tip trucks	488	-	488
4WD utility vehicle	Replacement of 1 vehicle	61	-	61
Tractors	Purchase of 2 tractors	182	-	182
Bus shelter renewals	Renewal of 2 bus shelters.	50	-	50
Quick spray - dual sprayer unit	Replacement of quick spray - dual sprayer unit	25	-	25
Mower trailer (Plant 79)	Replacement of mower trailer	17	-	17
5.5-6 ton excavator	Purchase of new 5.5-6 ton excavator	250	-	250
Welder/power hacksaw	Purchase of welder/power hacksaw	11	-	11
Vans	Replacement of 2 vans (toilet cleaning and general inspector)	112	-	112
Events wagon	Replacement of events wagon	48	-	48
TOTAL		**6,987**	**(1,550)**	**5,437**

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Goal three:
Our diverse economy
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kevin paisley • Optometrists
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A diverse economy provides a greater range of opportunities and helps provide a degree of resilience during economic downturns.

3.1 **Identity, gateways and support for our businesses.** Establish a strong, positive, aspirational identity that includes the message that the city of Mount Gambier is 'open for business'.

3.2 **Land use planning settings.** Planning that provides for future economic and lifestyle changes and continued growth whilst protecting the natural environment.

3.3 **Appealing and affordable housing for growth.** We have appealing and affordable housing appropriate to incomes, aspirations and cultures to attract and retain new residents.

3.4 **Tourism is contributing to a diverse economy and creating opportunity.** Mount Gambier, its surrounding townships and the tourism region are positioned as a unique and desirable activity-based destination for travellers from Adelaide and Melbourne.

3.5 **Reusing, recycling and waste management.** We will work with the community to ensure there is better understanding of the impacts and responsible options available for reuse, recycling and waste management, including investigations as to how the city and region can be more self-sufficient.

ANNUAL OBJECTIVES

- Continue to strengthen partnerships and advocate for community opportunities and challenges in accordance with the City of Mount Gambier Partnership Priorities and Advocacy 2024 - 2025.
- Improve housing affordability and accessibility in Mount Gambier.
- Enhance the visitor experience for tourists coming to Mount Gambier.
- Deliver Waste Management Strategy and master planning.

KEY PERFORMANCE INDICATORS

- Affordable housing strategy for Mount Gambier adopted by Council and monitor its implementation.
- Implementation of new visitor servicing model for Mount Gambier.
- Prioritise and progress implementation of a waste management master plan.

SERVICES

- Event management and sponsorship support,
- Attracting major events to the city,
- Economic development activities,
- Investment attraction,
- Waste and recycling services,
- Tourism attraction and development,
- Visitor Information Centre,
- Free public Wi-Fi,
- Development policy planning,
- Development services, and
- Land use and urban planning.

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GOAL 3: Our Diverse Economy

PROJECTS

Project Name	Project Description	Gross Expenditure $'000s	Grant Contribution $'000s	Net Expenditure $'000s
CBD activation	Budget allocation for progression of CBD activation.	100	-	100
Waste Transfer Station concrete slab	Concrete slab for metal housing.	25	-	25
Caroline facility perimeter litter fencing	Construction of perimeter litter fencing.	105	-	105
Caroline cell cover tarping system	Cell cover tarping system	158	-	158
Additional leachate management – Caroline Landfill facility	Additional leachate pond/tanks and/or wood lot	526	-	526
Caroline facility windbreak and fencing	Windbreak and fencing	16	-	16
Caroline facility vehicle wash bay	Vehicle wash bay	42	-	42
Extended awning for customer service - ReUse Market	Extended awning for customer service at ReUse Market	17	-	17
PA emergency evacuation linked to fire panel – Waste Transfer Station and ReUse Market	PA emergency evacuation linked to fire panel – Waste Transfer Station and ReUse Market to meet building code.	26	-	26
Roof laser lights panel at Waste Transfer Station	Roof laser lights panel at Waste Transfer Station.	15	-	15
Waste bins	Purchase of waste bins.	70	-	70
Garbage compactors	Purchase of two replacement garbage compactors.	1,100	-	1,100
Christmas decorations	Renewal of Christmas decorations	20	-	20
Position partner software	Purchase of position partner software for improved waste compaction at Caroline Landfill.	94	-	94
Tana compactor	Purchase of tana compactor – Caroline Landfill facility.	1,050	-	1,050
TOTAL		**3,364**	**-**	**3,364**

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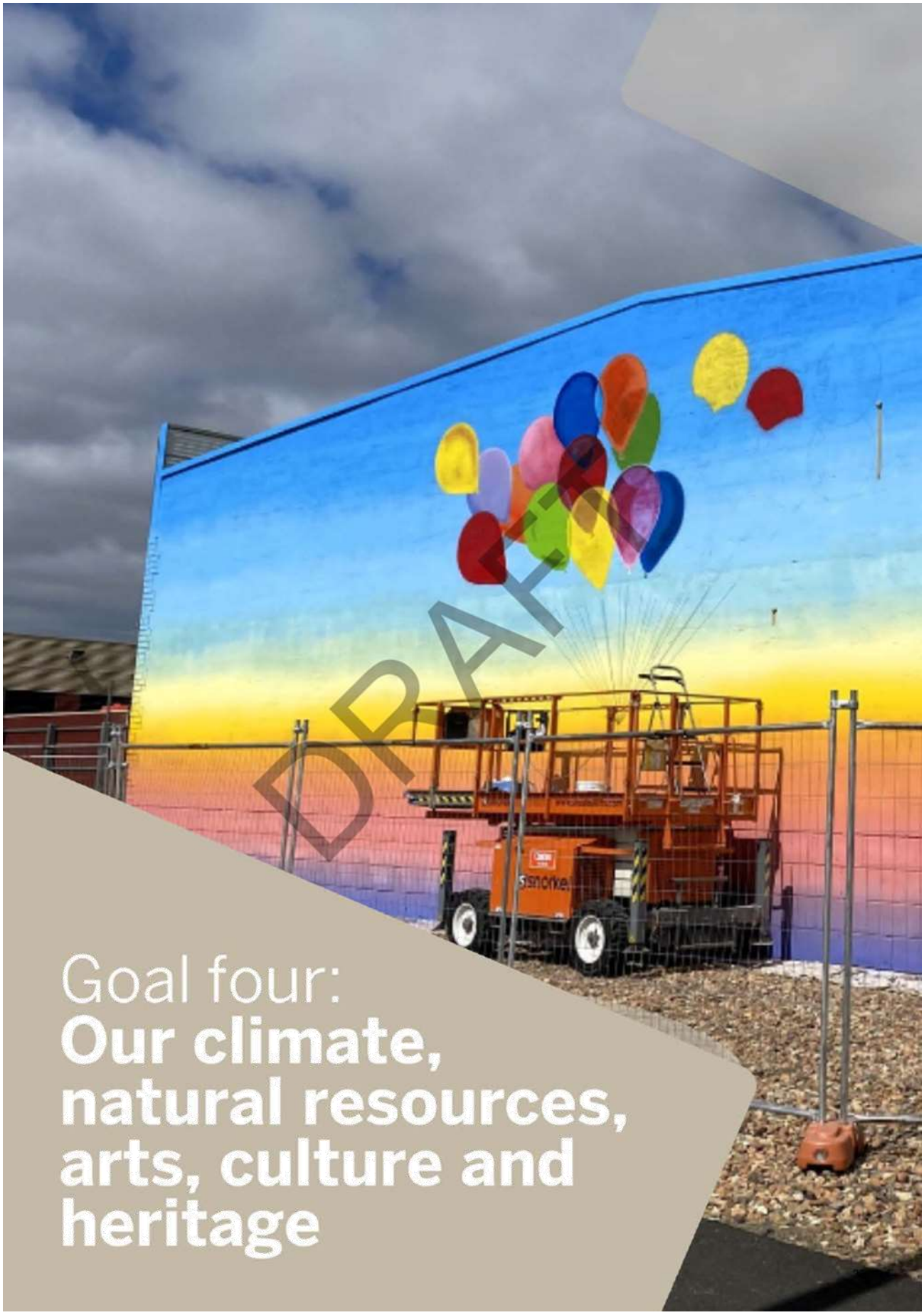
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Goal four:
Our climate, natural resources, arts, culture and heritage

GOAL 4: Our Climate, Natural Resources, Arts, Culture and Heritage

We have an amazing natural and semi-natural environment in our region, which provides the setting for many of our keynote activities.

4.1 **Natural assets**. We are effective at protecting and conserving the high-quality values of our natural environment.

4.2 **Open space**. We will ensure that future growth is planned in a manner that provides access to, and does not detract from, the community's environmental values.

4.3 **Planned reduction of our carbon footprint**. Council will lead by example in the fields of sustainable development and resource efficiency.

4.4 **Recreational and cultural pursuits**. We will ensure that community members are provided with opportunities for cultural growth and development through provision of innovative services and programs.

4.5 **A city brought to life with public art**. We will ensure that opportunities for public art are created within our city, this means not just spaces for the artwork, but also spaces where creative industries can connect and flourish.

ANNUAL OBJECTIVES

- Undertake masterplans for Council's Open Space assets and seek opportunities for grant funding or other options to progress the masterplan outcomes.
- Enhance vibrancy, promote cultural identity and provide a unique attraction in Mount Gambier through an iconic work of art.
- Shape an arts and culture strategy for Mount Gambier.

KEY PERFORMANCE INDICATORS

- Complete a masterplan for Umpherston Sinkhole/ Balumbul and commence masterplan for Vansittart Park. Seek opportunities for grant funding or other options to progress the Blue Lake Sports Park Masterplan.
- Deliver a beacon art project and agree the approach for future similar projects.
- Deliver a City of Mount Gambier Arts Strategy providing strategic direction for the Riddoch Arts and Cultural Centre.

SERVICES

- Urban design and open space planning,
- Open space and trails planning and management,
- Arboriculture (tree services),
- Fire prevention,
- Recycled product use,
- Community planting and weed eradication projects,
- Environmental programs,
- Environmental sustainability projects,
- Biodiversity projects,
- Horticulture services,
- Tree planting and revegetation projects,
- Animal management,
- The Riddoch Arts and Cultural Centre and venue hire,
- Recreation facilities provision, and
- Social and recreation planning.

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GOAL 4: Our Climate, Natural Resources, Arts, Culture and Heritage

PROJECTS

Project Name	Project Description	Gross Expenditure $'000s	Grant Contribution $'000s	Net Expenditure $'000s
Sport, Recreation and Open Space Strategy Masterplan	Commence the development of a masterplan in support of the SROSS strategy.	50		50
Energy efficiency program	Projects that support the Council decision to deliver projects annually.	50	-	50
Drainage program	Including Bay Road (Corner with Commercial Street and Frew Park drainage works (construction of new stormwater drainage system at Frew Park. Fully funded by LRCI Phase 4a grant).	73	(37)	36
Beacon art project	Design and construction.	66	-	66
Trees	Priority focus is the bushfire rehabilitation and revegetation of the affected Crater Lakes area	80	-	80
Signage program	As per the adopted signage strategy.	150	-	150
Riddoch Art Gallery floor renewal	Gallery floor sanding and renewal.	20	-	20
TOTAL		489	(37)	452

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Goal five:
Our commitment
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GOAL 5: Our Commitment

Our commitment – the City of Mount Gambier will be:

- Sustainable
- Transparent
- Responsive
- Involving
- Values based
- Effective

ANNUAL OBJECTIVES

- Enhance Council's business systems and infrastructure to support service delivery and performance.
- Develop and deliver a workforce planning framework to ensure effective resourcing to support service delivery.
- Shape a community vision to 2035 and a strategic plan that outlines Council's contribution to achieving this vision.
- Maximise Council's financial sustainability through the development and delivery of a rating strategy review.

KEY PERFORMANCE INDICATORS

- Undertake business process review and alignment and data management strategy.
- Develop a service register, service review framework and commence workforce analysis.
- Mount Gambier 2035 and City of Mount Gambier Strategic Plan adopted by Council.
- Develop a rating strategy that can be used to inform the 2025/2026 budget and 2026-2035 Long Term Financial Plan.

SERVICES

- Public relations, media and communications,
- Community Engagement,
- Information and communication technology,
- Business systems and process improvement,
- Human resource management,
- Organisational development,
- Financial transaction, analysis and reporting,
- Rates collection,
- Auditing,
- Procurement and contract management,
- Records and information management,
- Service reviews,
- Property services,
- Risk and governance,
- Work, health and safety,
- Injury management and
- Internal audit.

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GOAL 5: Our Commitment

PROJECTS

Project Name	Project Description	Gross Expenditure $'000s	Grant Contribution $'000s	Net Expenditure $'000s
Strategic work plan delivery	Capacity to deliver the Strategic Work Plan activities for 2024/2025 (other than those separately identified).	400	-	400
Business systems eeview	Enhance Council's business systems and infrastructure to support service delivery and performance.	115	-	115
Work force plan	Consultancy to support the delivery of a work force plan.	50	-	50
Rating strategy development	Consultancy to support the delivery of a rating strategy for Council.	20	-	20
IT purchases	Purchase of IT infrastructure assets.	60	-	60
AV system	AV system for Council Chamber	80		80
TOTAL		**725**	**-**	**725**

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Rating Strategy

In 2024/2025 approximately 62% of Council's operating revenue will come from overall rates revenue. As a result, Council's rating policies and strategies are key components of financial planning.

The 2024/2025 Annual Business Plan and Budget includes a 10.24% general rate (excluding growth) and 43.8% waste service charge revenue increase for this year with consistent increases forecast for the following two years as Council smooths the impact of the required increase.

Council plans to raise $24.660m from general rates (excluding Regional Landscape Levy and service charges).

RATES MODELLING

Methodology

Our rates are determined by multiplying the applicable rate in the dollar by the capital valuation of rateable land in the council area plus a fixed charge (as detailed below).

Benchmarking

In previous years rating did not keep up with inflation, and whilst the previously adopted LTFP and last year's ABP included an increase that was smoothed across 3 years, rating was below actual CPI for FY 2024. Last year aligned with previous years, COMG average residential rates were significantly below the rural state average.



Valuation methods

Council has the option of adopting one of three valuation methodologies to assess the properties in its area for rating purposes:

- **Capital value** - The value of the land and all improvements on the land; or,
- **Annual value** - A valuation of the rental potential of the property.

Capital value is used as the basis for valuing land within the council area in common with almost all other South Australian councils. This method values the land and all of the improvements on the land. This valuation method is considered the fairest and most efficient method of distributing the rate responsibility across all ratepayers because

- **Relative wealth** - This is the most appropriate measure of relative wealth in the community.
- **Capacity to pay** - As a measure of wealth, it most closely reflects the property owners' capacity to pay; and
- **Taxation principle** - It equates with the taxation principle that people should contribute to community, social and physical infrastructure in accord with their capacity to pay as measured by property wealth.

Fixed charge

Council has determined that a component of the total rate will be a fixed charge on every rateable property. The fixed charge applies to all ratepayers and continues to raise less than one half of total rate revenue (before rebates and remissions) required for the 2024/2025 financial year.

Rationale for fixed charge

Council's reasons for including a fixed charge component are:

- **Range of services** - To be able to deliver a range of services to the community, Council must maintain a range of internal support, infrastructure and administrative services. No particular group of ratepayers benefit more than any other group of ratepayers by the provision of these services; and
- **Equal contribution** - Council considers it appropriate that all ratepayers contribute equally to the cost of administering Council's services and activities.

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Rating Strategy

Differential general rates

In addition to a fixed charge, Council will declare differential general rates in the dollar according to the use of the land, for rateable land within the council area, as follows:

- **Category 1** - (residential) use;
- **Categories 2, 3 and 4** - (commercial shop, commercial office or commercial other) use;
- **Categories 5 and 6** - (industrial light and industrial other) use;
- **Category 7** - (primary land) use;
- **Category 8** - (vacant land) use; and
- **Category 9** - (other) use.

General amenity

Every resident benefits in some part from the general amenity of the council area. This amenity includes the local economy, general council operations and the ability of every resident to use council facilities and infrastructure including parks, gardens, libraries, etc.

Rationale for differential rates

The main reasons for providing differential rates are:

- Ability to pay;
- Potential income taxation deductions;
- Materially heavier/lighter use of services by ratepayers/employees/customers/suppliers; and,
- Provide a disincentive to withholding land from development.

Expected Rates Revenue:

Please note - The figures shown below represent a considered estimate of Expected Rate Revenue based on the most current information available at the time of going out to consultation on the DRAFT Annual Business Plan and Budget (ABP&B). This information is updated regularly and therefore these figures may be subject to confirmation at the time of actual adoption of the ABP&B (as per Section 167 of the Local Government Act 1999).

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Rating Strategy

	2023/2024 (as adopted)	2024/2025	Notes	Change
GENERAL RATES REVENUE				
General rates (existing properties)	$22,168,610	$24,660,535	(a)	11.24%
General rates (new properties)	0	$TBC	(b)	
General rates (GROSS)	$22,168,610	$24,660,535	(c)	11.24%
Less: Mandatory rebates	($275,000)	($305,000)	(d)	
General rates (NET)	$21,893,610	$24,355,535	(e)	11.24%
	(e)=(c)+(d)			
OTHER RATES (incl. service charges)				
Regional Landscape Levy	$1,351,252	$1,406,869	(f)	4.12%
Waste collection	$3,097,000	$4,455,575	(g)	
	$26,341,862	$28,811,110		
Less: Discretionary rebates	($14,000)	($17,000)	(l)	
Expected total rates revenue	$24,976,610	$28,791,110	(m)	15.28%
	(m)= (e)+(g)+(h)+(i)+(j) +(k)+(l)			

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Notes

(a) **General rates (existing properties)** - In 2024/2025 this will reflect the revenue from properties that existed in 2023/2024. Please note that 2023/2024 has been restated so that year on year numbers are comparable.

(b) **General rates (new properties)** - In 2024/2025 this will include newly created assessments.

(c) **General rates (GROSS)** - General rates revenue prior to the application of any rebates, remissions or objections.

(d) **Mandatory rebates** - Councils are required under the *Local Government Act 1999* to provide a rebate to qualifying properties under a number of categories. The rates which are foregone via mandatory rebates are redistributed across the ratepayer base (i.e. all other ratepayers are subsidising the rates contribution for those properties who receive the rebate). Please refer to R155 Rate Rebate Policy for further details.

(e) **General rates (NET)** - Presented as required by the *Local Government (Financial Management) Regulations 2011* reg 6(1)(ea). Please note: The percentage figure in (e) relates to the change in the total amount of general rates revenue to be collected from all rateable properties, not from individual rateable properties (i.e. individual rates will not necessarily change by this figure).

(f) **Regional Landscape Levy** - Councils are required under the *Landscape South Australia Act 2019* to collect the levy on all rateable properties on behalf of the State Government. The levy helps to fund the operations of regional landscape boards who have responsibility for the management of the State's natural resources. Council collects this levy on behalf of State Government and does not retain the revenue nor determine how the revenue is spent.

Rating Strategy

(g) **Waste collection (Waste Service Charge)** Waste management is one of the largest costs to the community and Council wishes to encourage ratepayers to consider their personal environmental impact and the associated costs. This service charge of $311.00 is intended to cover costs including bin collection, waste treatment and disposal and maintaining, improving and replacing the service.

(l) **Discretionary rebates** - A council may grant a rebate of rates or service charges in a number of circumstances. The rates which are foregone via Discretionary Rebates are redistributed across the ratepayer base (ie. all other ratepayers are subsidising the rates contribution for those properties who receive the rebate). Please refer to R155 Rate Rebate Policy for further details.

(m) **Expected total rates revenue** - Excludes other charges such as penalties for late payment and legal and other costs recovered. It also excludes a provision for objections.

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ESTIMATED GROWTH IN NUMBER OF RATEABLE PROPERTIES

	2023/2024 (as adopted)	2024/2025	Notes	Change
Number of rateable properties	14,632	TBC	(n)	TBC
	Actual			

At this stage Council has not received final data from the Office Valuer General and as such the estimated number of rateable properties is not available at this time. To be updated for the 2024/2025 Annual Business Plan to be adopted by Council.

Notes

(n) **"Growth"** - As defined in the *Local Government (Financial Management) Regulations 2011* reg 6(2). "Growth' is defined in the regulations as where new properties have been created which has added rateable properties to Council's ratepayer base. Growth can also increase the need and expenditure related to infrastructure, services and programs which support these properties and residents.

(o) **Average per rateable property** - Calculated as general rates for a category, including any fixed charge but excluding any separate rates, divided by number of rateable properties within that category in the relevant financial year.

Rating Strategy

ESTIMATED AVERAGE GENERAL RATES PER RATEABLE PROPERTY

Property valuations - Councils use property valuations to calculate each rateable property's contribution to the required rate revenue total.

Rates apportionment - Councils do not automatically receive more money because property values increase but this may alter how rates are apportioned (or divided) across each ratepayer (ie. some people may pay more or less rates, this is dependent on the change in value of their property relative to the overall valuation changes across the council area).

Total general rates - The total general rates paid by all rateable properties will equal the amount adopted in the budget.

The estimated 'average' - This is based on the total of all rateable properties and is therefore not necessarily indicative of either the rate or change in rates that individual ratepayers will experience. It should be noted (as above) that Council have not at this stage calculated an estimate of number of rateable properties. At this stage for the calculations below this has been estimated at the same level as 2022/2023.

	2023/2024 (as adopted)	2024/2025	Notes	Change
Average per rateable property	$1,515	TBC	(o)	TBC
	(o)=(c)/(n)			

** Does not include WSC

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Rating Strategy

	Total expected revenue			No. of rateable properties		Average per rateable property				Cents in the $
	2023/24	2024/25	Change	2023/24	2024/25	2023/24	2024/25		Change	2024/25
Land Use (General Rates - GROSS)										
Residential	$15,745,715	$17,388,878	10.4%	12,872	TBC	$1,223	TBC	(p)	TBC	TBC
Commercial - Shop	$2,011,938	$2,128,936	5.8%	466	TBC	$4,317	TBC	(p)	TBC	TBC
Commercial - Office	$387,021	$436,896	12.8%	146	TBC	$2,650	TBC	(p)	TBC	TBC
Commercial - Other	$1,927,859	$2,145,254	11.2%	457	TBC	$4,218	TBC	(p)	TBC	TBC
Industry - Light	$350,750	$435,888	24.2%	137	TBC	$2,560	TBC	(p)	TBC	TBC
Industry - Other	$829,836	$916,338	10.4%	98	TBC	$8,467	TBC	(p)	TBC	TBC
Primary Production	$68,515	$68,271	-0.4%	33	TBC	$2,076	TBC	(p)	TBC	TBC
Vacant Land	$616,213	$871,879	41.5%	361	TBC	$1,707	TBC	(p)	TBC	TBC
Other	$230,763	$268,195	16.2%	62	TBC	$3,722	TBC	(p)	TBC	TBC
Total Land Use	$22,168,610	$24,660,535	11.2%	14,632	TBC	$1,515	TBC	(p)	TBC	TBC

All items in red reflect current data available to Council. The most recent valuations available to Council at the time that Council adopts its budget under Section 167 of the Act will govern the assessment of rates for the financial year which will result in changes to the rate in the dollar and the distribution of general rates detailed in the table above.

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Rating Strategy

EXPECTED DIFFERENTIAL RATES REVENUE

Council uses a differential rating system, using land use codes as the factor to apply such differential rates.

In applying differential general rates, Council has considered and is satisfied that the rating system addresses the issue of consistency and comparability across all council areas, particularly as it relates to the various sectors of the business and wider community.

Notes

(p) Average per rateable property – This is calculated as general rates for category, including any fixed charge but excluding any separate rates, divided by number of rateable properties within that category in the relevant financial year.

FIXED CHARGE

Base amount - A fixed charge ensures all rateable properties pay a base amount to the cost of administering council activities and maintaining the services and infrastructure that supports each property.

Fixed charge allocation - Rates based on values are then applied in addition to the fixed charge. Council is limited to the amount that can be raised by the fixed charge in that it cannot raise more than 50% of its general rate revenue from the fixed charge component. In 2024/2025 Council proposes to raise 38% of its general rate revenue by way of a fixed charge.

This revenue amount is included in the general rates GROSS figure at (c).

	Total expected revenue			Charge			
	2023/2024	2024/2025	Change	2023/2024	2023/2024		Change
Fixed charge	$8,272,360	$9,371,000	13%	$567	TBC	*(q)*	TBC

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Notes

(q) Fixed charge - A fixed charge can be levied against the whole of an allotment (including land under a separate lease or licence) and only one fixed charge can be levied against two or more pieces of adjoining land (whether intercepted by a road or not) if they are owned by the same owner and occupied by the same occupier. Refer to the Rating Policy (page 45) for details.

Appendices

Draft 2024/2025 Financial Statements

City of Mount Gambier - Uniform Presentation of Finances Draft Budget 2024/2025

2023 Actuals	$'000s	Adopted Budget 2024	Draft BR3 2024	Draft Budget 2025
	Income			
24,893	Rates	26,416	26,455	30,314
731	Statutory Charges	734	847	896
6,947	User Charges	9,193	9,055	9,812
1,071	Grants, Subsidies and Contributions - Capital	341	1,053	388
6,402	Grants, Subsidies and Contributions - Operating	4,707	4,738	5,250
49	Investment Income	40	53	57
755	Reimbursements	538	1,351	1,192
1,263	Other Income	311	509	665
42,111	**Total Income**	**42,280**	**44,060**	**48,574**
	Expenses			
14,365	Employee Costs	15,087	15,492	16,324
17,460	Materials, Contracts & Other Expenses	17,288	19,921	20,148
10,176	Depreciation, Amortisation & Impairment	10,467	11,019	11,857
1,094	Finance Costs	2,275	1,876	1,928
43,095	**Total Expenses**	**45,117**	**48,308**	**50,257**
(984)	**Operating Surplus / (Deficit)**	**(2,837)**	**(4,248)**	**(1,683)**
17	Timing Adjustment for grant revenue		(36)	0
(967)	**Adjusted Operating Surplus (Deficit)**	**(2,837)**	**(4,285)**	**(1,683)**
	Net outlays on existing assets			
(5,370)	Capital expenditure on renewal and replacement of existing assets	(5,762)	(6,395)	(8,696)
10,176	Depreciation, amortisation and impairment	10,467	11,019	11,857
40	Proceeds from sale of replaced assets	277	242	332
4,846	**Net outlays on existing assets**	**4,982**	**4,866**	**3,493**
	Net outlays on new and upgraded assets			
(18,216)	Capital expenditure on new and upgraded assets *(including investments property & real estate developments)*	(3,903)	(6,501)	(2,743)
5,142	Amounts received specifically for new and upgraded assets		500	250
20	Proceeds from sale of surplus assets *(including investment property and real estate developments and non-current assets held for resale)*			
(13,054)	**Net outlays on new and upgraded assets**	**(3,903)**	**(6,002)**	**(2,493)**
(9,175)	**Annual Net Impact to Financing Activites (surplus (defiict))**	**(1,759)**	**(5,421)**	**(683)**

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Appendices

Draft 2024/2025 Financial Statements

City of Mount Gambier - Statement of Comprehensive Income Draft Budget 2024/2025

2023 Actuals	$'000s	2024 Adopted Budget	Draft BR3 2024	Draft Budget 2025
	Income			
24,893	Rates	26,416	26,455	30,314
731	Statutory Charges	734	847	896
6,947	User Charges	9,193	9,055	9,812
1,071	Grants, Subsidies and Contributions - Capital	341	1,053	388
6,402	Grants, Subsidies and Contributions - Operating	4,707	4,738	5,250
49	Investment Income	40	53	57
755	Reimbursements	538	1,351	1,192
1,263	Other Income	311	509	665
42,111	**Total Income**	**42,280**	**44,060**	**48,574**
	Expenses			
14,365	Employee Costs	15,087	15,492	16,324
17,460	Materials, Contracts & Other Expenses	17,288	19,921	20,148
10,176	Depreciation, Amortisation & Impairment	10,467	11,019	11,857
1,094	Finance Costs	2,275	1,876	1,928
43,095	**Total Expenses**	**45,117**	**48,308**	**50,257**
(984)	**Operating Surplus / (Deficit)**	**(2,837)**	**(4,248)**	**(1,683)**
1,054	Physical Resources Received Free of Charge	1,000	1,000	1,000
(364)	Asset Disposal & Fair Value Adjustments	0	(0)	0
5,808	Amounts Received Specifically for New or Upgraded Assets	0	211	250
5,514	**Net Surplus / (Deficit)**	**(1,837)**	**(3,038)**	**(433)**
	Other Comprehensive Income			
	Amounts which will not be reclassified subsequently to operating result			
90,897	Changes in Revaluation Surplus - I,PP&E	9,662	42,695	0
(575)	Impairment (Expense) / Recoupments Offset to Asset Revaluation Reserve	0	0	0
90,322	**Total Other Comprehensive Income**	**9,662**	**42,695**	**0**
95,836	**Total Comprehensive Income**	**7,824**	**39,657**	**(433)**

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Appendices

Draft 2024/2025 Financial Statements

City of Mount Gambier - Statement of Financial Position Draft Budget 2024/2025

2023 Actuals	$'000s	Adopted Budget 2024	Draft BR3 2024	Draft Budget 2025
	ASSETS			
	Current Assets			
76	Cash & Cash Equivalents	553	500	507
4,155	Trade & Other Receivables	1,803	1,813	2,056
67	Inventories	61	69	71
4,298	**Total Current Assets**	**2,416**	**2,381**	**2,634**
	Non-Current Assets			
399,756	Infrastructure, Property, Plant & Equipment	327,405	448,270	448,700
399,756	**Total Non-Current Assets**	**327,405**	**448,270**	**448,700**
404,054	**TOTAL ASSETS**	**329,821**	**450,651**	**451,334**
	LIABILITIES			
	Current Liabilities			
4,801	Trade & Other Payables	5,162	5,714	5,705
3,088	Borrowings	1,269	1,269	1,337
3,011	Provisions	2,848	3,086	3,176
10,900	**Total Current Liabilities**	**9,279**	**10,070**	**10,218**
	Non-Current Liabilities			
28,519	Borrowings	38,801	33,202	35,266
3,495	Provisions	3,890	6,582	5,486
32,014	**Total Non-Current Liabilities**	**42,691**	**39,784**	**40,753**
42,914	**TOTAL LIABILITIES**	**51,970**	**49,855**	**50,971**
361,140	**Net Assets**	**277,852**	**400,797**	**400,364**
	EQUITY			
87,644	Accumulated Surplus	86,991	84,606	84,173
271,174	Asset Revaluation Reserves	189,489	313,869	313,869
2,322	Other Reserves	1,372	2,322	2,322
361,140	**Total Equity**	**277,852**	**400,797**	**400,364**

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Appendices

Draft 2024/2025 Financial Statements

City of Mount Gambier - Statement of Cashflows Draft Budget 2024/2025

2023 Actuals	$'000s	Adopted Budget 2024	Draft BR3 2024	Draft Budget 2025
	Cash Flows from Operating Activities			
	Receipts:			
24,803	Rates Receipts	26,237	26,455	30,314
731	Statutory Charges	734	847	896
6,947	User Charges	9,193	9,055	9,812
6,419	Grants, Subsidies and Contributions	4,707	4,702	5,250
49	Investment Receipts	40	53	57
755	Reimbursements	538	1,351	1,192
50	Other Receipts	311	2,851	422
	Payments:			
(14,081)	Payments to Employees	(15,087)	(15,492)	(16,324)
(15,666)	Payments for Materials, Contracts & Other Expenses	(17,189)	(19,099)	(21,166)
(720)	Finance Payments	(2,275)	(1,876)	(1,928)
9,287	**Net Cash provided (or used in) Operating Activities**	**7,209**	**8,845**	**8,526**
	Cash Flows from Investing Activities			
	Receipts:			
1,071	Grants Utilised For Capital Purposes	341	1,053	388
5,142	Amounts Received Specifically for New/Upgraded Assets	0	500	250
40	Sale of Replaced Assets	277	242	332
20	Sale of Surplus Assets	0	0	0
	Payments:			
(5,370)	Expenditure on Renewal/Replacement of Assets	(5,762)	(6,395)	(8,696)
(18,216)	Expenditure on New/Upgraded Assets	(3,903)	(6,501)	(2,743)
(17,313)	**Net Cash provided (or used in) Investing Activities**	**(9,048)**	**(11,102)**	**(10,469)**
	Cash Flows from Financing Activities			
	Receipts:			
10,000	Proceeds from Loans	5,002	5,791	3,402
22	Proceeds from Bonds and Deposits			
	Payments:			
(1,905)	Repayments of Loans	(2,930)	(2,930)	(1,269)
(265)	Repayment of Lease Liabilities	(181)	(181)	(181)
0	Repayment of Bonds & Deposits	0	0	0
7,852	**Net Cash Flow provided (used in) Financing Activities**	**1,892**	**2,680**	**1,951**
(174)	**Net Increase/(Decrease) in Cash & Cash Equivalents**	**53**	**424**	**8**
250	**plus: Cash & Cash Equivalents - beginning of year**	**499**	**76**	**500**
76	**Cash & Cash Equivalents - end of the year**	**553**	**500**	**507**

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Appendices

Draft 2024/2025 Financial Statements

City of Mount Gambier - Statement of Equity Draft Budget 2024/2025

2023 Actuals	$'000s	Adopted Budget 2024	Draft BR3 2024	Draft Budget 2025
265,304	**Opening Balance**	270,027	361,140	400,797
5,514	**Net Surplus / (Deficit) for Year**	(1,837)	(3,038)	(433)
	Other Comprehensive Income			
90,897	- Gain (Loss) on Revaluation of I,PP&E	9,662	42,695	0
(575)	- Impairment (loss) reversal relating to I,PP&E			
	- Impairment (expense) / recoupments offset to asset revaluation reserve			
	- Share of OCI - Equity Accounted Council Businesses			
	- Other Equity Adjustments - Equity Accounted Council Businesses			
	- Other Movements			
90,322	**Other Comprehensive Income**	9,662	42,695	0
95,836	**Total Comprehensive Income**	7,824	39,657	(433)
361,140	**Equity - Balance at end of the reporting period**	277,852	400,797	400,364

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Appendices

Draft 2024/2025 Financial Statements

City of Mount Gambier -Key Financial Ratios Draft 2024/2025

2023 Actuals	$'000s	Adopted Budget 2024	Draft BR3 2024	Draft Budget 2025
-2.3%	**Operating surplus ratio**	-6.7%	-9.6%	-3.5%
	Operating surplus / Total operating revenue			
92%	**Net financial liabilities ratio**	117%	108%	100%
	Net financial liabilities / Total operating revenue			
88%	**Asset renewal funding ratio**	100%	111%	100%
	Expenditure on renewal/replacement of assets / Optimal level of such expenditure as per IAMP			

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City of Mount Gambier	R105 RATING POLICY	Version No:	15.0
		Issued:	June 2024
		Next Review:	May 2025

1. INTRODUCTION

Councils are required to raise revenue for governance, administration and the delivery of goods and services to the community.

Council's major source of revenue is Rates, derived as a tax on land within the Council area. All ratepayers receive benefits from paying rates, but those benefits are consumed in different quantities and types over the life of the ratepayer.

This document sets out the policy of the City of Mount Gambier ("Council") for setting and collecting rates from its community.

2. PURPOSE

Chapter 10 of the *Local Government Act 1999* ("the Act") prescribes Council's powers to raise rates. The Act provides the framework within which the Council must operate, but also leaves room for the Council to make a range of policy choices. This document includes reference to:

- Compulsory features of the rating system.
- The policy choices that the Council has made on how it imposes and administers the collection of rates.

3. SCOPE

Strategic Focus

In determining a suitable Rating Policy, Council has taken into consideration:

- The Council's Strategic Management Plan
- Council's Long Term Financial Plan
- Council's Annual Business Plan and Budget
- Council's Treasury Management and Debt Strategy
- Required funding for future Asset Replacement (Infrastructure and Asset Management Plan)
- The current economic climate of our City and its district
- The specific issues faced by our community
- The impact of general rate increases upon our community, either generally or for specific classes of the community
- The impact of rates on our community and the need to balance our community's capacity to pay with the needs and desires of the wider interests that form our community.

There will continue to be economic pressures applying to the Council in a number of ways that will have an impact on the Council's budget and as a result will place pressure on rates.

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City of Mount Gambier	R105 RATING POLICY	Version No:	15.0
		Issued:	June 2024
		Next Review:	May 2025

4. POLICY STATEMENT

4.1 Communication of the Policy

Section 123 of the Local Government Act 1999 requires a Council to prepare an Annual Business Plan and Budget. As per Section 123 (2) (d) of the Act, the Annual Business Plan must set out the rates structure and polices for the financial year. A summary of the Annual Business Plan must be included with the first rates notice.

4.2 Method Used to Value Land

Councils may adopt one of three valuation methodologies to value the properties in their areas. They are:

- Capital Value – the value of the land and all the improvements on the land.
- Site Value – the value of the land and any improvements which permanently affect the amenity of use of the land, such as drainage works, but excluding the value of buildings and other improvements.
- Annual *Value* – a valuation of the rental potential of the property.

The City of Mount Gambier has decided to continue to use Capital Value as the basis for valuing land within the Council area. The Council considers that this method of valuing land provides the fairest method of distributing the rate burden across all ratepayers because property value is considered a reasonable indicator of income and capital value, which closely approximates the market value of a property and provides the best indicator of overall property value.

4.3 Adoption of Valuation

The City of Mount Gambier will adopt the most recent valuations made by the Valuer-General. If a ratepayers dissatisfied with the valuation made by the Valuer-General then the ratepayer may object to the valuation referred to in the rate notice by writing served personally or by post on the Valuer-General within 60 days after the date of service of the notice, provided they have not:

(a) previously received a notice or notices under the *Local Government Act 1999* referring to the valuation and informing them of a 60-day objection period, the objection period is 60 days after service of the first such notice; or
(b) Previously had an objection to the valuation considered by the Valuer-General.

The Valuer-General may extend the 60-day objection period where it be shown there is reasonable cause to do so by a person entitled to make an objection to a valuation.

Objections can be submitted to the Office of the Valuer-General via:

Online: www.valuergeneral.sa.gov.au
Email: OVGObjections@sa.gov.au
Post: GPO Box 1354, Adelaide 5001
Fax: 08 8115 5709
In Person: Land Services SA, Level 9, 101 Grenfell Street, Adelaide

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City of Mount Gambier	R105 RATING POLICY	Version No:	15.0
		Issued:	June 2024
		Next Review:	May 2025

4.4 Objection to Valuation ~~and/or Land Use~~

A person may object to a valuation of the Valuer-General by notice in writing, setting out the full and detailed grounds for objection, including any supporting information, and the Valuer-General must consider the objection. If the person then remains dissatisfied with the valuation the person has a right to a review. Applications must be made within 21 days of receipt of the notice of the decision (in relation to the objection) from the Valuer-General. A payment of the prescribed fee for the review to be undertaken together with the review application must be lodged in the State Valuation Office, who will then refer the matter to an independent Valuer. If the person remains dissatisfied with the valuation then they may apply to the South Australian Civil and Administrative Tribunal (SACAT) for a review of the decision.

The address of the Office of the Valuer-General is:

Online: www.valuergeneral.sa.gov.au
Email: OVGObjections@sa.gov.au
Post: GPO Box 1354, Adelaide 5001
Fax: 08 8115 5709
In Person: Land Services SA, Level 9, 101 Grenfell Street, Adelaide

The Council has no role in the valuation review process & the lodgement of an objection does not change the due date for payment of rates.

4.5 Notional Values

Certain properties may be eligible for a notional value under the Valuation of Land Act 1971. This can relate to certain primary production land or where there is State heritage recognition. A notional value is generally less than the capital value and generally results in a reduced rate liability being incurred.

Application by the ratepayer for a notional value must be made to the Office of the Valuer-General.

The address of the Office of the Valuer-General is:

Online: www.valuergeneral.sa.gov.au
Email: OVGObjections@sa.gov.au
Post: GPO Box 1354, Adelaide 5001
Fax: 08 8115 5709
In Person: Land Services SA, Level 9, 101 Grenfell Street, Adelaide

4.6 Business Impact Statement

Current Economic Environment

Council will consider the impact of rates on all businesses in the Council area, including industry, commercial and primary production sections. In considering the impact, Council will assess the following matters:

- Those elements of Council's Strategic Management Plan relating to business development.
- Relevant economic forecast reports.
- Council's recent development approval trends.

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- The operating and capital projects and new programs for the coming year that will principally benefit industry and business development.
- Valuation changes.
- Consumer Price Index (CPI) and Local Government Price Index (LGPI) Movements.

Council recognises the importance of supporting and encouraging a diverse and healthy business sector.

4.7 Council's Revenue Raising Powers

All land within a council area, except for land specifically exempt (e.g. Crown land, Council occupied land and other land prescribed in the Local Government Act – refer Section 147 of the Act), is rateable. The Local Government Act provides for a Council to raise revenue for the broad purposes of the Council through a general rate, which applies to all rateable properties, or through differential general rates, which apply to classes of properties. In addition, Council can raise separate rates, for specific areas of the Council or service rates or charges for specific services. The Council also raises revenue through fees and charges, which are set giving consideration to the cost of the service provided and any equity issues. The list of applicable fees and charges is available at the Mount Gambier Civic Centre, 10 Watson Terrace, Mount Gambier or on our website at www.mountgambier.sa.gov.au. A Goods and Services Tax at a rate determined under the Goods and Services Tax Act 1999 will be charged on those fees not given exemption under the Act.

4.8 Fixed Charge

Council has decided that a component of the total rate will be a fixed charge on every rateable property. The fixed charge affects most ratepayers and must not, in relation to any financial year, raise more than half of total rate revenue (before rebates and remissions).

Section 152 of the Act provides for a fixed charge component of rates. Council's reasons for including a fixed charge component are:

- To be able to deliver a range of services to the community, Council must maintain a range of internal support and administrative services. No particular group of ratepayers benefit more than any other group of ratepayers by the provision of the support and administrative services.
- The Council therefore considers it appropriate that all ratepayers contribute equally to the cost of administering Council's activities and services.

The fixed charge will affect all ratepayers and is set to raise less than one half of total rate revenue.

The fixed charge is uniformly paid by each ratepayer, irrespective of capital value, has the effect of limiting the impact changes in valuation have on individual assessments.

Where two or more adjoining properties have the same owner and occupier only one fixed charge is payable by the ratepayer.

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Applications for "adjoining properties" must be in writing addressed to Chief Executive Officer (as per 4.22 of this Policy) and will only be considered by Council within the relevant financial year received.

No application will have an effect on past fixed charges assessed.

4.9 Differential General Rates

In addition to the use of a Fixed Charge, Council will declare differential general rates in the dollar according to the use of the land. The Local Government Act 1999, allows councils to differentiate rates based on the use of the land, the locality of the land or on the use and locality of the land. Current categories of land use defined by the Local Government (General) Regulations 1999 are:

1. Residential
2. Commercial-Shops
3. Commercial-Office
4. Commercial-Other
5. Industrial-Light
6. Industrial-Other
7. Primary Production
8. Vacant Land
9. Other.

4.10 Land Use

Land use is a factor to levy differential rates and is provided by the Office of the Valuer-General. If a ratepayer is of the opinion ~~believes~~ that a ~~property~~ particular land use has been wrongly ~~classified~~ attributed ~~as to its land use~~ to the ratepayer's land by the council for the purpose of levying differential rates, the ratepayer may object to the attribution of that land use. ~~then an objection in writing may be made within 60 days of being notified of the land use classification.~~

Council is responsible for accepting objections to land use. Your objection must be lodged in writing and directed to Council within 60 days of being notified of the land use.

The Office of the Valuer General provides "Objection to Land Use" fact sheets in an aim to provide assistance in understanding the process to undertake if you are dissatisfied with the land use. Details are available from the Office of the Valuer General online via FactSheet-LandUseCodes.PDF (valuergeneral.sa.gov.au) or by contacting the Office of the Valuer General directly:

Online: www.valuergeneral.sa.gov.au
Email: OVGObjections@sa.gov.au
Post: GPO Box 1354, Adelaide 5001
Fax: 08 8115 5709
In Person: Land Services SA, Level 9, 101 Grenfell Street, Adelaide

Note: Lodgement of an objection does not change the due date for the payment of rates.

4.11 Minimum Rate

Council does not use the minimum rate provisions, instead Council uses the combination of fixed charge and valuation based rating.

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4.12 Limestone Coast Landscape Levy

From 1 July, 2020 the new *Landscape South Australia Act 2019* replaced the *Natural Resource Management Act 2004*. The Council is in the new Limestone Coast Landscape area and is required under the new Act to make a specified annual contribution to their Regional Landscape Board. As such, Council collects the levy on behalf of the State Government for no gain to Council.

The Council is simply operating as a revenue collector for the Landscape Levy in this regard. It does not retain this revenue nor determine how the revenue is spent.

4.13 Service Charges

In accordance with Section 155 of the Act a Council may impose a service rate on rateable land within its area for a ***prescribed service.*** A prescribed service is described as treatment or provision of water, collection, treatment or disposal of waste, a television transmission service or any other service prescribed by the regulations for the purposes of this definition.

Council is focused on environmentally sound waste management practices and will impose a Waste Service Charge (WSC) as a tool to become more responsive to waste management related costs and share the costs and benefits within the community.

The WSC will be charged on the basis of the service being available at the property. It will exclude vacant land and primary production where there is no dwelling on the land and will be charged irrespective if the land owner/occupier is using the service or not. Charge will be for full financial year i.e. 1st July to 30th June with no pro rata.

The charge includes:

- a 140L domestic waste bin and weekly collection service
- a 240L recycling bin and fortnightly collection service
- a 240L green waste bin and fortnightly collection service * (bin not included)

Where two or more adjoining properties have the same owner and occupier only one waste service fee is payable by the ratepayer.

Rateable recreational or sporting activities (community groups) will be provided x1 general waste and x1 recycle bin.

A rate rebate will not be available on Waste Service Charge

4.14 Cost of Living Concessions

Eligible Pensioners, Low Income Earners and Self-Funded Retirees

Pensioners, low income earners or Self-Funded Retirees may be entitled to a cost of living concession. The cost of living concession helps those on low or fixed incomes with their cost of living expenses, whether that be electricity, gas, water bills or council rates.

Eligibility is based on living arrangements as at 1 July each year. Applications for the each financial year can be submitted by contacting the Concession Hotline on 1800 307 758.

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Applications are administered by the State Government. Payment of rates must not be withheld pending assessment of an application by the State Government as penalties apply to unpaid rates.

4.15 Payment of Rates

The Council will collect rates quarterly on the dates to be specified on the rates notice, in the following months:

- September
- December
- March
- June.

Rate notices will be issued quarterly however the total outstanding balance of rates may be paid at any time.

Rates may be paid:

- Over the Internet - www.mountgambier.sa.gov.au
- By telephone: using credit card, phone 1300 276 468, 24 hours a day 7 days per week (BPoint Number 1345263)
- By BPay: Use Biller Code 464263
- By direct debit: from savings or cheque account
- By post: P O Box 56, Mount Gambier SA 5290
- In person: at the Council Offices during Council business hours Monday to Friday excluding public holidays
- By Centrepay deductions from social security payments
- Any Australia Post outlet.
- Flexipay

Any ratepayer who may, or is likely to, experience difficulty with meeting the standard instalments and due dates can contact the Council to discuss alternative payment arrangements. Note, fines and interest may still be levied in accordance with the Act.

4.16 Late Payment of Rates

The Local Government Act provides that Councils impose a penalty of 2% on any payment for rates, whether instalment or otherwise, that is received late. A payment that continues to be late is then charged an interest rate, set each year according to a formula in the Act, for each month it continues to be late. Interest charged on late payments is charged on both the amount of the rate arrears and any interest that has previously been imposed. The purpose of this penalty is to act as a genuine deterrent to ratepayers who might otherwise fail to pay their rates on time, to allow councils to recover the administrative cost of following up unpaid rates and to cover any interest cost the Council may incur because it has not received the rates on time.

The City of Mount Gambier imposes late payment penalties strictly in accordance with the Local Government Act. The ability to remit penalties in whole or part is a power vested in Council. At the City of Mount Gambier each case will be considered on its merit based on the information provided.

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4.17 Fines on Unpaid Rates

If an instalment of rates is not paid on or before the date on which it falls due—

(a) the instalment will be regarded as being in arrears; and
(b) a fine of 2 per cent of the amount of the instalment is payable; and
(c) on the expiration of each full month from that date, interest at the prescribed percentage of the amount in arrears (including the amount of any previous unpaid fine and including interest from any previous month) accrues.

In respect of unpaid Council rates no fines and/or interest charges will arise where the arrears amount is less than $40.

4.18 Outstanding Rates

Council will apply prudent debt collection practices in the recovery of outstanding rates in compliance with the Local Government Act 1999 and follow an ongoing assessment of arrears and systematic approach to debt recovery.

In accordance with the provisions of the Local Government Act, where an instalment of Rates is not paid on or before the date on which it falls due, Council will:

(a) Send a reminder notice to the principal ratepayer with outstanding rate balances advising that payment is overdue;

(b) Proceedings for collection of outstanding rate balances after that time may be collected by legal process.

The Chief Executive Officer is empowered to exempt this Policy in necessitous circumstances, in accordance with the delegated powers issued pursuant to the provisions of the Local Government Act.

The Chief Executive Officer is empowered to take the necessary action to instigate collection by legal process where principal ratepayers have made no genuine attempt to respond to the requests for payment.

The Chief Executive Officer be authorised to write off outstanding and/or bad debts provided:

(a) The debt is considered by the Chief Executive Officer to be unrecoverable;

(b) The outstanding debt is less than $100.

4.19 Appeals Against Assessments

Pursuant to the provisions of the Local Government Act 1999, Council shall refund any rate amount overpaid as a result of an objection, review or appeal in respect of a valuation.

Council shall not apply or credit any such amount overpaid against future liabilities for rates on the land subject to the rates, unless requested to do so by the ratepayer.

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4.20 Debt Recovery

Council has determined that Rate Payments will be applied in accordance with the provisions of Section 183 of the Act.

When Council receives a payment in respect of overdue rates the Council applies the money received in accordance with Section 183 of the Local Government Act, as follows:

- Firstly – to satisfy any costs awarded in connection with court proceedings
- Secondly – to satisfy any interest costs
- Thirdly – in payment of any fines imposed; and
- Fourthly – in payment of rates, in date order of their imposition (starting with the oldest account first).

4.21 Rebate of Rates - Mandatory

The Local Government Act requires councils to rebate the rates payable on some land uses. Specific provisions are made for land used for health services, community services, religious purposes, public cemeteries, the Royal Zoological Society and educational institutions. These rebates vary from 25% to 100% and will be applied upon application and on verification.

Rate rebates do not apply to Council Waste Service Charge.

4.22 Rebate of Rates - Discretionary

The Local Government Act 1999 enables Council (upon application and subject to certain eligibility criteria) to grant discretionary rebates of up to 100% for land used for the purposes of a community benefit and that meet certain legislative and Council Policy criteria.

Council (by Policy) has agreed to grant specific Rate Rebates pursuant to the said Act.

Councils Rate Rebate Policy (incorporating Rate Rebate Application) is available from the Council website - www.mountgambier.sa.gov.au.

Rate Rebates do not apply to Council Waste Service Charge.

4.23 Rate Relief Options

4.23.1 Where an owner/occupier/principal place of residence property with a Category 1 (Residential) Land Use experiences an increase in general rates payable, for the preceding financial year as compare to the general rates payable for the current financial year (excluding any rebates/remissions) and where that increase, in monetary terms, is greater than 15%.

The amount of the rate rebate is the amount of gross rates for the current year over and above the calculation referred to above. I.e. the difference (in monetary terms) between the general rates imposed in the preceding financial year plus 15%. (All calculations referenced herein are gross rates figures. I.e. exclusive of any rebates/remissions/concessions).

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The rebate will not apply where:

(a) Any such increase is due in whole or part to an increase in valuation of the land in the Assessment because of improvements made to it worth more than $20,000. or
(b) Any such increase is in whole or part because the zoning or land use category of the land has changed. or
(c) Any such increase is due in full or part to the use of the land being different for rating purposes on the date the Council declared its general rates for the current financial year than on the date the Council declared its general rates for the preceding financial year. or
(d) The ownership of the rateable property has changed since 1st July in the preceding financial year i.e. the residential property has changed ownership and the new owners have purchased the residential property at the new current market value. or
(e) The subject property boundary(s) have been altered in some way e.g. subdivision, boundary alignment etc. i.e. the subject property is not the exact same property, for valuation purposes, as assessed in the previous financial year. or
(f) Other factors considered relevant by the Chief Executive Officer that do not warrant the granting of the discretionary rate rebate.

The rebate will only apply to:

(a) A ratepayer in respect of their principal place of residence only, excluding second and subsequent properties and all other non principal place of residence properties.

(b) The current financial year only then subject to an annual review.

Where an entitlement to a Residential Rate Capping ceases or no longer applies during the course of a financial year, the Council is entitled to recover full rates for the financial year.

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4.23.2 Vacant Land

The vacant land rate in the dollar is set higher than the residential rate in the dollar.

For those owners of vacant land who intend to develop that land, in the short term as their principal place of residence (as opposed to land speculation), may be entitled to a rebate on Council rates.

Applications must be in writing with the maximum rebate calculated so that the rates payable are equivalent to the average residential land use.

4.23.3 Postponement of Rates - Seniors

Any person holding a State Seniors Card issued by the State Government may make application to Council for a postponement of the prescribed proportion of rates for the current or future financial years.

All applications of postponement will need to be considered in accordance with the relevant legislative provisions.

4.24 Hardship

Any ratepayer experiencing difficulties in meeting rates payments or experiencing hardship will be able to access payment plans tailored to meet their particular circumstances. All arrangements will be strictly confidential.

4.25 Applications

All applications for rebates, remissions or postponements must be in writing, addressed to the Chief Executive Officer, City of Mount Gambier, P O Box 56, Mount Gambier SA 5290 and include sufficient details to identify the relevant property and support the application.

Application forms are available from Council's website www.mountgambier.sa.gov.au .

Please refer to Council's *Rate Rebate Policy* for further information.

4.26 Sale of Land for Non-Payment of Rates

The Local Government Act provides that a Council may sell any property where the rates have been in arrears for three years or more. The Council is required to provide the principal ratepayer and the owner (if not the same person) with details of the outstanding amounts and advise the owner of its intention to sell the land if payment of the outstanding amount is not received within one month. The City of Mount Gambier enforces the sale of land for non-payment of rates after 3 years or more in accordance with the provisions of the Act.

4.27 Changes to Assessment Records

All changes to postal address of ratepayer/owner and changes of ownership of a property must be notified promptly to Council in writing.

4.28 Disclaimer

A rate cannot be challenged on the basis of non-compliance with this policy and must be paid in accordance with the required payment provisions.

Where a ratepayer believes that the Council has failed to properly apply this policy it should raise the matter with the Council. In the first instance contact Council's General Manager Council Business Services on (08) 8721 2555 to discuss the matter. If, after this initial contact, a ratepayer is still dissatisfied they should write to the Chief Executive Officer, City of Mount Gambier, P O Box 56, Mount Gambier SA 5290, or email city@mountgambier.sa.gov.au.

5. REVIEW & EVALUATION

This Policy is scheduled for review by Council annually and will be reviewed as required by any legislative changes which may occur.

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6. AVAILABILITY OF POLICY

This Policy will be available for inspection at Council's principal office during ordinary business hours and on the Council's website www.mountgambier.sa.gov.au. Copies will also be provided to interested members of the community upon request, and upon payment of a fee in accordance with Council's Schedule of Fees and Charges.

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File Reference:	AF18/48
Applicable Legislation:	Local Government Act, 1999 - Chapter 10
Reference: Strategic Plan – Beyond 2015	Goal 5, Strategic Objective 5.
Related Policies:	R105 Rating Policy/~~Statement (now includes R105)~~ R155 Rates - Rebate Policy ~~Statement~~ and Application Process R130 Rates - General Policy (amalgamated with R105)
Related Procedures:	Nil
Related Documents:	Nil

DOCUMENT DETAILS

Responsibility:	General Manager Corporate and Regulatory Services
Version:	15.0
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Minute reference:	~~28 June 2022 - Item No. 4.1 - Resolution 2022/80~~
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Document History First Adopted By Council: Reviewed/Amended:	 18th October, 2011 Annually

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1. INTRODUCTION

It is the policy of the City of Mount Gambier (the Council) that a rebate of rates in respect of any rateable land in the Council area will be available only when the applicant satisfies the requirements under the Local Government Act 1999 (the Act) and where appropriate, the requirements of this Policy.

2. SCOPE

2.1 The Act sets out in Chapter 10, Division 5 (Sections 159 to 166) those provisions applicable to the Council granting a rebate of rates to persons or bodies.

2.2 The Council has decided to adopt a Policy to assist it in its decision making functions relative to the operation of the rate rebate provisions contained in the Act.

2.3 This Policy is intended to provide guidance to the community as to the grounds upon which a person or body is, or may be entitled to receive a rebate of rates and the matters that the Council will take into account in deciding an application for a rebate.

2.4 In accordance with the rebate provisions contained in the Act, this Policy sets out the type of use in respect of land where the Council must grant a rebate of rates and the amount of that rebate and these types of land use where the Council has a discretion to grant a rebate of rates.

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3. DEFINITIONS

Act	the *Local Government Act 1999* (SA)
Council	the elected Council Body
Discretionary Rebate	rebates where Council may apply a rebate in accordance with criteria specified in the Act
Mandatory Rebate	rebates where Council must grant in accordance with the Act
Rating	the overall process of raising revenue by way of levying rates and charges
Rebate/s	an amount that a rate or charge may be reduced in accordance with sections 159-166 of the Act

4. PURPOSE

4.1 Section 159(3) of the Act provides that the Council may grant a rebate of rates under the Act if it is satisfied that it is appropriate to do so.

4.2 The Act provides for a mandatory rebate of rates in specified cases and the amount of that mandatory rebate (see Clause 3 below).

4.3 The Act also provides that where the Council must grant a rebate of rates under the Act, and the amount of that rebate if fixed by the Act at less than 100%, the Council **may** increase the amount of the rebate.

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4.4 The Act provides, at Section 166 for the Council to provide a discretionary rebate of rates in the cases set out in that Section.

5. MANDATORY REBATES

5.1 The Council must grant a rebate in the amount specified in respect of land uses which the Act provides will be granted a rebate.

5.2 Rates on the following land will be rebated at **100%**:

5.2.1 *Health Services*

Land being predominantly used for service delivery or administration by a hospital or health centre incorporated under the Health Care Act.

5.2.2 *Religious Purposes*

Land containing a church or other building used for public worship (and any grounds), or land solely used for religious purposes.

5.2.3 *Public Cemeteries*

Land being used for the purposes of a public cemetery.

5.2.4 *Royal Zoological Society of SA*

Land (other than land used as domestic premises) owned by, or under the care, control and management of the Royal Zoological Society of South Australia Incorporated.

5.3 Rates on the following land will be rebated at **75%**:

5.3.1 *Community Services*

Land being predominantly used for service delivery or administration (or both) by a community services organisation. A "*community services organisation*" is defined in the Act as a body that –

5.3.1.1 *Is incorporated on a not for profit basis for the benefit of the public; and*

5.3.1.2 *Provides community services without charge or for a charge that is below the cost to the body of providing the services; and*

5.3.1.3 *Does not restrict its services to persons who are members of the body.*

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It is necessary for a community services organisation to satisfy all of the above criteria to be entitled to the mandatory 75% rebate.

The Act further provides that eligibility for a rebate by a community services organisation is subject to it providing one or more of the following community services:

5.3.1.4 Emergency accommodation;
5.3.1.5 Food or clothing for disadvantaged persons;
5.3.1.6 Supported accommodation: Local Government Act defines as:

(a) Residential care facilities that are approved for Commonwealth funding under the Aged Care Act 1997 (Cwlth); or

(b) Accommodation for persons with mental health difficulties, intellectual or physical difficulties, or other difficulties, who require support in order to live an independent life; or

(c) Without limiting paragraph (b), accommodation provided by a community housing provider registered under the Community Housing Providers National Law that is incorporated on a not-for-profit basis for the benefit of the public, other than accommodation provided by such a body:

(i) that has as a principal object of the body the provision of housing for members of the body; or

(ii) that is excluded from the ambit of this paragraph by the Minister by notice published in the Gazette;

5.3.1.7 Essential services, or employment support, for persons with mental health disabilities, or with intellectual or physical disabilities;
5.3.1.8 Legal services for disadvantaged persons;
5.3.1.9 Drug or alcohol rehabilitation services; or
5.3.1.10 the conduct of research into, or the provision of community education about, diseases or illnesses, or the provision of palliative care to persons who suffer from diseases or illnesses.
5.3.1.11 Disadvantaged person are persons who are disadvantaged by reason of poverty, illness, frailty or mental, intellectual or physical disability.

5.3.2 Educational Purposes

5.3.2.1 Land occupied by a government school under a lease or licence and being used for educational purposes; or
5.3.2.2 Land occupied by a non-government school registered under The Education and Early Childhood Services (Registration and Standards) Act 2011 and being used for educational purposes; or
5.3.2.3 Land being used by a University or University College to provide accommodation and other forms of support for students on a not for profit basis.

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5.4 Where the Council is satisfied from its own records or from other sources that a person or body meets the necessary criteria for a mandatory 100% or 75% rebate, the Council will grant the rebate of its own initiative. Where the Council's records or other sources do not meet the criteria, it will require the person or body to apply for the rebate in accordance with Clause 6 of this Policy.

5.5 Where a person or body is entitled to a rebate of 75% the Council may, pursuant to Section 159(4) of the Act, increase the rebate up to a further 25%. The Council may grant the further 25% rebate upon application or on its own initiative. In either case the Council **will** take into account those matters set out at Clauses 6.4 of this Policy and **may** take into account any or all of those matters set out at Clause 6.5 of this Policy.

5.6 Where an application is made to the Council for a rebate of up to a further 25% the application will be made in accordance with Clause 7 of this Policy and the Council will provide written notice to the applicant of its determination of that application.

5.7 Council has delegated the determination of entitlement to Mandatory Rebates to the Chief Executive Officer.

6. DISCRETIONARY REBATES

6.1 The Council may in its absolute discretion grant a rebate of rates or service charges in any of the following cases pursuant to Section 166 of the Act: -

6.1.1 where it is desirable for the purpose of securing the proper development of the area (or a part of the area);
6.1.2 where it is desirable for the purpose of assisting or supporting a business in its area;
6.1.3 where it will be conducive to the preservation of buildings or places of historic significance;
6.1.4 where the land is being used for educational purposes;
6.1.5 where the land is being used for agricultural, horticultural or floricultural exhibitions;
6.1.6 where the land is being used for a hospital or health centre;
6.1.7 where the land is being used to provide facilities or services for children or young persons;
6.1.8 where the land is being used to provide accommodation for the aged or disabled;
6.1.9 where the land is being used for a residential aged care facility that is approved for Commonwealth funding under the Aged Care Act 1997 (Commonwealth) or a day therapy centre;
6.1.10 where the land is being used by an organisation which, in the opinion of the Council, provides a benefit or service to the local community;
6.1.11 where the rebate relates to common property or land vested in a community corporation under the Community Titles Act 1996 over which the public has a free and unrestricted right of access and enjoyment;

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6.1.12 where the rebate is considered by the Council to be appropriate to provide relief against what would otherwise amount to a substantial change in rates payable due to:

(i) a redistribution of the rates burden within the community arising from a change to the basis or structure of the Council's rates; or

(ii) a change to the basis on which land is valued for the purpose of rating, rapid changes in valuations, or anomalies in valuations.

6.1.13 where the rebate is considered by Council to be appropriate to provide relief in order to avoid a liability to pay a rate or charge that is inconsistent with liabilities that were anticipated in the annual Business Plan or a liability that is unfair or unreasonable;

6.1.14 where the rebate is to give effect to a review of a decision of the Council under Chapter 13 Part 2; and

6.1.15 where the rebate is contemplated under another provision of this Act.

6.2 A council must, in deciding whether to grant a rebate of rates or charges under Section 166, subsection (1)(d), (e), (f), (g), (h), (i) or (j), take into account:

(a) The nature and extent of council services provided in respect of the land for which the rebate is sought in comparison to similar services provided elsewhere in its area; and

(b) The community need that is being met by activities carried out on the land for which the rebate is sought; and

(c) The extent to which activities carried out on the land for which the rebate is sought provides assistance or relief to disadvantaged persons; and

(d) May take into account other matters considered relevant by the council.

The Council may take into account, but not limited to, the following:

(i) Why there is a need for financial assistance through a rebate;

(ii) The level of rebate (percentage and dollar amount) being sought and why it is appropriate;

(iii) The extent of financial assistance, if any, being provided to the applicant and/or in respect of the land by Commonwealth or State agencies;

(iv) Whether the applicant has made/intends to make applications to another Council;

(v) Whether, and if so to what extent, the applicant is or will be providing a service within the Council area;

(vi) Whether the applicant is a public sector body, a private not for profit body or a private for profit body;

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(vii) Whether there are any relevant historical considerations that may be relevant for all or any part of the current Council term;

(viii) The desirability of granting a rebate for more than one year in those circumstances identified at Clause 4.2 of this policy;

(ix) Consideration of the full financial consequences of the rebate for the Council;

(x) The time the application is received;

(xi) the availability of any community grant to the person or body making the application;

(xii) whether the applicant is in receipt of a community grant; and

(xiii) Any other matters, and policies of the Council, which the Council considers relevant.

6.3 The Council has an absolute discretion to:

(a) *Grant a rebate of rates or service charges in the above cases; and*

(b) Determine the amount of any such rebate to a maximum of 100% of the relevant rate.

6.4 Discretionary rebates granted under this policy will be reviewed in accordance with Section 166(3) (3a) or at the time of reviewing the policy (Section 10).

6.5 Persons or bodies that or who seek a discretionary rebate will be required to submit an application form to the Council and provide such information as stipulated on the application form and any other information that the Council may reasonably require.

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7. RECREATIONS GROUNDS RATES AND TAXES EXEMPTION ACT 1981

The Recreations Grounds Rates and Taxes Exemption Act 1981 exempts certain land used for sport or recreation in South Australia from rates and taxes. Such land is, therefore, not rateable pursuant to section 147(d) of the Recreation Grounds Rates and Taxes Exemption Act 1981.

To be eligible, certain criteria **must** be met.

7.1 the land must be vested in a council; or under the care, control or management of a Council, and the public is entitled to access to the land for the purpose of sport or recreation; **and**

7.2 The land vested in trustees or in an association and the public is entitled, in Pursuance of rights granted in perpetuity, to access the land for the purpose of sport or recreation; **and**

7.3 The land Occupied under a lease, licence or permit granted by a council and used by the occupier for the purposes of sport or recreation; **and**

7.4 The whole of the income derived from the land used for the maintenance, repair or improvement of the land.

Enquiries and application for Recreation Grounds Rates and Taxes Exemption should be

directed to Council.

8. LIMESTONE COAST LANDSCAPE LEVY

From 1 July, 2020 the new *Landscape South Australia Act 2019* (the Act) replaced the *Natural Resource Management Act 2004*. Local Government continues to play a key role in collection of the Regional Landscape Levy. Councils are required under the Act to make a specified contribution to their Regional Landscape Board. Council recovers this contribution by imposing a separate rate on individual rateable properties in the Council area.

The Council will provide a concession or rebate off the Landscape levy for rateable properties who presently receive a mandatory or discretionary rebate of rates. The level of the Landscape Levy concession will be equivalent (in percentage terms) to the level of rate rebate Council has granted to those same rateable properties.

9. SERVICE CHARGE

In accordance with Section 155 of the Act a Council may impose a service rate on rateable land within its area for a ***prescribed service.*** A prescribed service is described as treatment or provision of water, collection, treatment or disposal of waste, a television transmission service or any other service prescribed by the regulations for the purposes of this definition.

Council is focused on environmentally sound waste management practices and will impose a Waste Service Charge (WSC) as a tool to become more responsive to waste management related costs and share the costs and benefits within the community.

The WSC will be charged on the basis of the service being available at the property. It will exclude vacant land and primary production where there is no dwelling on the land and will be charged irrespective if the land owner/occupier is using the service.

A rate rebate will not be available on Council Waste Service Charge.

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10. APPLICATIONS

10.1 The Council will inform the community of the provisions for rate rebates under the Act by the inclusion of suitable details in the Council's Business Plan (and on the Draft Annual Business Plan) in accordance with Council's adopted Public Consultation Policy.

10.2 Application forms are available from the Council Office located at The Civic Centre, 10 Watson Terrace, Mount Gambier, telephone 8721 2555 or download from the Council website www.mountgambier.sa.gov.au.

10.3 All persons or bodies that/who want to apply to the Council for a rebate of rates must do so by completing and lodging a Rate Rebate Application on or before 31st March in each year to be considered for a rebate in the new rating year commencing 1st July of each year. The Council reserves the right to refuse to consider applications received after that date. However, applicants which satisfy the criteria for a mandatory 100% rebate will be granted the rebate at any time.

10.4 The Act provides that the Council may grant a rebate of rates or charges on such conditions as the Council considers fit.

10.5 The Council may, for proper cause, determine that an entitlement to a rebate of rates under the Act no longer applies.

Where an entitlement to a rebate of rates ceases or no longer applies during the course of a financial year, the Council is entitled to recover rates, or rates at the increased level (as the case may be), proportionate to the remaining part of the financial year.

10.6 It is an offence for a person or body to make a false or misleading statement or representation in an application or to provide false or misleading information or evidence in support of an application made (or purporting to be made) under the Act.

The maximum penalty for this offence is $5,000.

10.7 If a person or body has the benefit of a rebate of rates and the grounds on which the rebate has been granted cease to exist, the person or body must immediately inform the Council of that fact and (whether or not the Council is so informed) the entitlement to a rebate ceases. If a person or body fails to do so that person or body is guilty of an offence.

The maximum penalty for this offence is $5,000.

10.8 The Council will, in writing, advise an applicant for a rebate of its determination of that application within sixty (60) business days of receiving the application or of receiving all information requested by the Council. The advice will state whether the application:

6.11.1 Has been granted and the amount of the rebate; or

6.11.2 Has not been granted and the reason(s) why.

10.9 A person or body that is aggrieved by a determination of Council in respect of an application for a rate rebate may seek a review of that determination by writing to the Council in accordance with Council's Internal Review of Decisions Policy.

11. DELEGATION

11.1 The Council has delegated its power, pursuant to Section 44 of the Act, to grant applications for mandatory rebates which meet the requirements of the Act.

11.2 The Council has delegated its power to refuse applications for an increase of mandatory rebates to a greater percentage than that provided by the Local Government Act.

11.3 The Council has delegated its power, pursuant to Section 44 of the Act, to determine applications for discretionary rebates.
~~All discretionary rebates shall be determined by the Council~~

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12. RATE RELIEF OPTIONS

To address any potential inequities in how rates are levied across the Council area the following rate relief options are provided:

12.1 Residential Rate Cap

Where an owner/occupier's principal place of residence property with a Category 1 (Residential) Land Use, experiences an increase in general rates payable, for the preceding financial year compared to the general rates payable for the current financial year (excluding any rebates/remissions) and where that increase, in monetary terms, is greater than 15%.

The amount of the rate rebate is the amount of total rates for the current year over and above the calculation referred to above, i.e. the difference (in monetary terms) between the general rates imposed in the preceding financial year plus 15%.

(All calculations referenced herein are total (gross) rates figures i.e. excluding any rebates/remissions).

The rebate will not apply where:

(a) Any such increase is due in whole or part to an increase in valuation of the land in the Assessment because of improvements made to it worth more than $20,000, or

(b) Any such increase is in whole or part because the zoning or land use category of the land has changed, or

(c) Any such increase is due in full or part to the use of the land being different for rating purposes on the date the Council declared its general rates for the current financial year than on the date the Council declared its general rates for the preceding financial year; or

(d) The ownership of the rateable property has changed since 1st July in the preceding financial year (i.e. the residential property has changed ownership and the new owners have purchased the residential property at the new current market value); or

(e) The subject property boundary(s) have been altered in some way (e.g. subdivision, boundary alignment etc.) and the subject property is not the exact same property, for valuation purposes, as assessed in the previous financial year; or

(f) Other factors considered relevant by the Chief Executive Officer that do not warrant the granting of the discretionary rate rebate.

The rebate will only apply to:

(a) A ratepayer in respect of their principal place of residence and excludes second and subsequent properties and all other non-principal place of residence properties;

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(b) The current financial year only then subject to an annual review.

Where an entitlement to a Residential Rate Capping ceases or no longer applies during the course of a financial year, the Council is entitled to recover full rates for that financial year.

12.2 For Land Use Category 8 (Vacant Land) Use

Vacant land owned by person(s) intending to be developed in the short term as their principal place of residence, may be considered for a rebate/deferral on Council rates on a case by case basis through the existing relief provisions of the Act, (i.e. hardship application). The maximum rate rebate calculated resulting in the rates payable being equivalent to the average residential land use (Category 1).

12.3 Postponement of Rates - Seniors

Section 182A of the Act provides for applications to be made to Council for a postponement of the payment of the prescribed proportion of rates for the current or future financial years if:

(a) the person is a prescribed ratepayer, or is the spouse of a prescribed ratepayer; and
(b) the rates are payable on land that is the principal place of residence of the prescribed ratepayer; and
(c) the land is owned by the prescribed ratepayer and his or her spouse and no other person has an interest, as owner in the land.

The Act defines a 'prescribed ratepayer' as a person who holds a current State Seniors Card issued by the State Government; or who has the qualification(s) to hold such a card and has applied for the card but has yet to be issued with the card.

All Postponement Applications will be considered and must comply with the provisions of Section 182A of the Act and Regulation 18 of the Local Government (General) Regulations 2013.

All applications for rebates, remissions or postponements must be in writing, addressed to the Chief Executive Officer, City of Mount Gambier, 10 Watson Terrace, Mount Gambier SA 5290 or emailed to city@mountgambier.sa.gov.au"

12.4 Retirement Villages

For the purpose of providing a rebate to Retirement Villages, particularly upon issues arising from circumstances where the ratepayer(s) claim to provide or maintain infrastructure that might otherwise be maintained by the Council, a rebate does not generally apply. The power to provide a rebate will be exercised as appropriate and in accordance with the Act.

13. REVIEW AND EVALUATION

This Policy is scheduled for review by the Council annually. However, the Policy will be reviewed as required by any legislative changes which may occur.

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City of Mount Gambier	R155 RATE REBATE POLICY	Version No:	14.0
		Issued:	June 2024
		Next Review:	May 2025

14. AVAILABILITY OF POLICY

This Policy will be available for inspection at Council's principal office during ordinary business hours and on the Council's website www.mountgambier.sa.gov.au. Copies will also be provided to interested members of the community upon request and upon payment of a fee in accordance with Council's Schedule of Fees and Charges.

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City of Mount Gambier	R155 RATE REBATE POLICY	Version No:	14.0
		Issued:	June 2024
		Next Review:	May 2025

RATE REBATE APPLICATION

1. DETAILS OF APPLICANT

Organisation Name .....

Postal Address .....

..... Postcode .....

Telephone ..... Email .....

Please provide details of a contact person for the Applicant

Given Name ..... Surname .....

Postal Address .....

..... Postcode .....

Telephone ..... Email .....

2. DETAILS OF LAND

Council Assessment Number .....

Certificate of Title Reference .....

Address .....

.....

Owner of Land (if not you) .....

3. CATEGORIES OF REBATE

Please tick the category of rebate under which you are seeking a rebate.

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3.1 Mandatory - 100%

- *Health Services – Land being predominantly used for service delivery or administration by a hospital or health centre incorporated under the South Australia Health Commission Act 1976 (Section 160 of the Local Government Act 1999);*
- *Religious Purposes – Land containing a church or other building used for public worship (and any grounds), or land solely used for religious purposes (Section 162 of the Local Government Act 1999);*
- *Public Cemeteries – Land being used for the purposes of a public cemetery (Section 163 of the Local Government Act 1999);*
- *Royal Zoological Society of SA – Land (other than land used as domestic premises) owned by, or under the care, control and management of, the Royal Zoological Society of South Australia Incorporated (Section 164 of the Local Government Act 1999).*

3.2 Mandatory - 75%

- *3.2.1 Community Services – Land being predominantly used for service delivery or administration by a community services organisation (Section 161 of the Local Government Act 1999).*

To qualify as a Community Service Organisation under the rebate provisions of the Local Government Act 1999 an organisation MUST MEET ALL THREE of the following criteria. (See section 'Additional Information' at end of this form).

(a) is incorporated on a not for profit basis for the benefit of the public; ***and***

YES ▪ NO ▪

(b) provides community services without charge or for a charge that is below the cost to the body of providing the services; ***and***

YES ▪ NO ▪

(c) does not restrict its services to persons who are members of the body.

YES ▪ NO ▪

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		Next Review:	May 2025

If you have ticked (a), (b) and (c) above which of the following services does your organisation provide from the property specified in this application. If these services apply only to part of your property, please supply additional details. You must answer these below questions in respect of your application.

- *Emergency accommodation;*
- *Food or clothing for disadvantaged persons (i.e., persons who are disadvantaged by reason of poverty, illness, frailty, or mental, intellectual or physical disability);*
- *Supported accommodation - Local Government Act defined as:*

  (a) Residential care facilities that are approved for Commonwealth funding under the Aged Care Act 1997 (Cwlth); or

  (b) Accommodation for persons with mental health difficulties, intellectual or physical difficulties, or other difficulties, who require support in order to live an independent life; or

  (c) Without limiting paragraph (b), accommodation provided by a community housing provider registered under the Community Housing Providers National Law that is incorporated on a not-for-profit basis for the benefit of the public, other than accommodation provided by such a body that:

    (i) has as a principal object of the body, the provision of housing for members of the body; or

    (ii) is excluded from the ambit of this paragraph by the Minister by notice published in the Gazette.
- *Essential services, or employment support, for persons with mental health disabilities, or with intellectual or physical disabilities;*
- *Legal services for disadvantaged persons;*
- *Drug or alcohol rehabilitation services; and/or*
- *Research into, or community education about, diseases or illnesses, or palliative care to persons who suffer from diseases or illnesses.*
- *Disadvantaged person are persons who are disadvantaged by reasons of poverty, illness, frailty, or mental, intellectual or physical disability.*

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		Issued:	June 2024
		Next Review:	May 2025

- *3.2.2 Educational Purposes - (Section 165 of the Local Government Act 1999)*

  Which of the following criteria apply:

  - *Land occupied by a government school under a lease or licence and being used for educational purposes;* **or**
  - *Land occupied by a non-government school registered under The Education and Early Childhood Services (Registration and Standards) Act 2011 and being used for educational purposes;* **or**
  - *Land being used by a University or University College to provide accommodation and other forms of support for students on a not for profit basis.*

3.3 ***Discretionary*** *- (Section 166 of the Local Government Act 1999)*

The Council may in its discretion grant a rebate of rates or service charges in any of the following cases. Please indicate which of the following is applicable to your application:

- *The rebate is desirable for the purpose of securing the proper development of the area (or a part of the area);*
- *The rebate is desirable for the purpose of assisting or supporting a business in its area;*
- *The rebate will be conducive to the preservation of buildings or places of historic significance;*
- *The land is being used for educational purposes;*
- *The land is being used for agricultural, horticultural or floricultural exhibitions;*
- *The land is being used for a hospital or health centre;*
- *The land is being used to provide facilities or services for children or young persons;*
- *The land is being used to provide accommodation for the aged or disabled;*
- *The land is being used for a residential aged care facility that is approved for Commonwealth funding under the Aged Care Act 1987 (Commonwealth) or a day therapy centre;*
- *The land is being used by an organisation which, in the opinion of the Council provides a benefit or service to the local community;*

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- *the rebate relates to common property or land vested in a community corporation under the Community Titles Act 1996 over which the public has a free and unrestricted right of access and enjoyment;*
- *the rebate is appropriate to provide relief against what would otherwise amount to a substantial change in rates payable by a rate payer due to a change in the basis of valuation used for the purposes of rating, rapid changes in valuations, or anomalies in valuations.*

4. AMOUNT OF REBATE

4.1 If you are seeking a mandatory rebate under Clause 3.2 of this Application, for which you are entitled to a 75% rebate, are you also applying to the Council to increase that rebate?

YES ▪ NO ▪

Please specify the amount of rebate that you are applying for: $_____

4.2 If you are applying for a discretionary rebate under Clause 3.3 of this Application, please specify the rebate amount you are applying for:

$_____

Please specify why you (or the organisation you represent) need financial assistance through a rebate and why the amount of rebate you have applied for is appropriate.

.....

.....

.....

.....

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		Issued:	June 2024
		Next Review:	May 2025

5. ADDITIONAL INFORMATION REQUIRED

The Council requires you to attach the following additional information to this Application:

5.1 Where you are seeking a rebate under Clause 3.2 of this Application – Community Services:

5.1.1 Evidence that the land is being used for service delivery and/or administration;

5.1.2 A copy of the organisation's Constitution and/or other documentation establishing that it is incorporated on a not-for-profit basis;

5.1.3 A copy of the organisation's latest Annual Report;

5.1.4 Evidence that the organisation provides services free of charge or below cost;

5.1.5 Evidence that the organisation provides services to persons other than its members.

5.2 Where you are seeking a rebate in any other case:

5.3.1 Evidence that the land is being used for the purpose for which the rebate is being sought;

5.3.2 Information as to whether, and if so, to what extent you (or the organisation you represent) will be providing a service within the Council area;

5.3.3 Whether you have made or intend to make an application to another council;

5.3.4 The extent of financial assistance (if any) being provided by Commonwealth or State agencies;

5.3.5 Whether you are in receipt of a community grant;

5.3.6 Any other information that you believe is relevant in support of this Application.

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6. APPLICATION FORMS

Application forms and all additional information must be submitted to the Council on or before the 31 March annually to be considered for a discretionary Rebate of Rates or a mandatory rebate of 75% in the new rating year commencing 1 July of each year.

The application date does not apply to applicants which satisfy the criteria for a mandatory 100% rebate.

Failure to submit application forms or to provide the additional information required by the Council to assess the application by the due date may result in the Council declining to consider the application.

IMPORTANT INFORMATION

It is an offence for a person or body to make a false or misleading statement or representation in an application or to provide false or misleading information or evidence in support of an application made (or purporting to be made) under the Act. The maximum penalty for this offence is $5,000, (Section 159 (2) of the Local Government Act 1999).

The Council may grant a rebate of rates or charges on such conditions as the Council considers fit.

If a person or body has the benefit of a rebate of rates and the grounds on which the rebate has been granted cease to exist, the person or body must immediately inform the Council of that fact and (whether or not the Council is so informed) the entitlement to a rebate ceases.

If a person or body fails to notify the Council that person or body is guilty of an offence and liable to a maximum penalty of $5,000, (Section 159 (7) and (8) of the Local Government Act 1999).

The Council may, for proper cause, determine that an entitlement to a rebate of rates under the Act no longer applies.

Where an entitlement to a rebate of rates ceases or no longer applies during the course of a financial year, the Council is entitled to recover rates, or rates at the increased level (as the case may be), proportionate to the remaining part of the financial year.

I declare that the information I have provide on and attached to this application form is true and correct.

DATED this day of 20

Print Name .....

Signature .....

Position Title .....

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File Reference:	AF18/48
Applicable Legislation:	Local Government Act, 1999 Chapter 10, Division 5 (Sections 159 to 166) Recreation Grounds Rates and Taxes Exemption Act 1981
Reference: Strategic Plan – Beyond 2015	Goal 5, Strategic Objective 5
Related Policies:	R105 Rating Policy/~~Statement~~ R130 Rates - General Matters (amalgamated with R105 Rating Policy)
Related Procedures:	Nil
Related Documents:	Nil

DOCUMENT DETAILS

Responsibility:	General Manager Corporate and Regulatory Services
Version:	12.0
Last revised date:	~~28 June 2022~~
Effective date:	~~28 June 2022~~
Minute reference:	~~28 June 2022 - Item No. 4.1 - Resolution 2022/80~~
Next review date:	May, 2025
Document History First Adopted By Council: Reviewed/Amended:	 May 2002 Annually

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16.3 DRAFT LONG TERM FINANCIAL PLAN 2025-2034 – REPORT NO. AR24/36612

Committee:	**Audit and Risk Committee**
Meeting Date:	**3 June 2024**
Report No.:	**AR24/36612**
CM9 Reference:	**AF11/863**
Author:	**Julie Scoggins, Manager Financial Services**
Authoriser:	**Jane Fetherstonhaugh, General Manager Corporate and Regulatory Services**
Summary:	**Legislation - Council is required to develop and adopt a Long Term Financial Plan (LTFP) in accordance with the Local Government Act and Regulations.** **Annual Review - Council has decided to review the LTFP annually aligned with the timing of the Annual Business Plan and Asset Management Plan.**
Strategic Plan Reference:	**Goal 1: Our People** **Goal 2: Our Location** **Goal 3: Our Diverse Economy** **Goal 4: Our Climate, Natural Resources, Arts, Culture and Heritage** **Goal 5: Our Commitment**

REPORT RECOMMENDATION

1. That Audit and Risk Committee Report No. AR24/36612 titled 'Draft Long Term Financial Plan 2025-2034' as presented on 03 June 2024 be noted.
2. That the Audit and Risk Committee feedback on Council's Draft Long Term Financial Plan 2025-2034 and/or the associated processes and risks, as follows:
   - XXXXX
   - XXXXX
   - XXXXX

   be incorporated with the public consultation feedback to be presented to the Special Council meeting to be held on 25 June 2024 for consideration of the adoption of the Draft Long Term Financial Plan 2025-2034.

TYPE OF REPORT

Corporate

BACKGROUND

1. **Audit and Risk Committee Terms of Reference** - The following section of the Audit and Risk Committee Terms of Reference is relevant to this report (as adopted in April 2024):

   12.6 Review of Strategic Management and Business Plans:

   The Committee shall review and provide advice on Council's strategic management plans (at the time of their preparation and scheduled review), which include the following:

   - *Strategic Plan;*
   - *Key principles and assumptions of the Long Term Financial Plan;*
   - *Various Asset Management Plans; and*
   - *Annual Business Plan.*

2. **Legislation** - Under Section 122 of the Local Government Act 1999 a Council must develop and adopt a Long Term Financial Plan for a period of at least 10 years. A Council may review its strategic management plans at any time, but must undertake a review of its Long Term financial plan as soon as practicable after adopting the Council's Annual Business Plan (ABP) for a particular financial year; and in any event, undertake a comprehensive review within 2 years after each general election of the Council.

3. **Previously Adopted LTFP** - The LTFP was previously adopted by Council in June 2023.

4. **Strategic Management Plans** - At the November 2021 Council meeting, the proposal to review the LTFP and Asset Management Plan at the same time as constructing the Annual Business Plan and Budget was presented. This approach ensures that these key documents are aligned.

5. **Elected Member LTFP Information & Briefing Sessions** - The Manager, Financial Services presented scenarios in relation to potential rating options and talked through some key assumptions underpinning the draft long term financial plan at sessions in April and May.

6. **Audit and Risk Committee Workshops** – One workshop was held with the members of Audit and Risk Committee to discuss rating strategy, scenarios and key assumptions underpinning the Draft LTFP

7. **Council Endorsement of the Draft Long Term Financial Plan** - Council endorsed the Draft Long Term Financial Plan 2025-2034 for community consultation at the Council meeting on 21 May 2024.

PROPOSAL

1. **Purpose of the LTFP** - The LTFP is a road map that illustrates financially the needs and aspirations of our community which supports and is supported by such documents as the Asset Management Plan, Strategic Plan (Community Plan) and Futures Paper.

2. **Target Setting for Future Annual Business Plan and Budgets** - Council uses the LTFP to frame its Annual Business Plan and Budget by setting high-level parameters and targets that will assist Council in maintaining and improving the level of services of its existing assets.

3. **Key Objective** - The key objective of Council's LTFP is financial sustainability in the medium to long term, while still achieving the objectives detailed in Council's suite of strategic management plans.

4. **LTFP Baseline** - The LTFP has been updated to include Budget Review 3 for 2023/24 (as adopted at the May Council meeting) and the draft budget for 2024/25.

5. **Revised LTFP** - The draft Long Term Financial Plan has been updated to consider changes from 2023/24 onwards.

Scenario	Operating Surplus Ratio				Net Financial Liabilities Ratio					
	Average Ratio	Min Target	Yr Target Achieved	No of years above target ratio	Average Ratio	Max Target	Yr Target Achieved	Peak Ratio	Peak Year	No of years below target ratio
Adopted LTFP	**2.1%**	**0.0%**	**2027**	**7**	**61.5%**	**100.0%**	**2026**	**117.20%**	**2024**	**8**
Draft LTFP	2.8%	0.0%	2027	8	54.3%	100.0%	2025	99.66%	2025	10

Based upon the analysis summarised in the table above it can be seen that the Draft LTFP achieves (over the long term) the Key Financial Indicators (KFI) targets as included in the Draft Treasury Management Policy (on average over the LTFP) and by the target date of FY 2027:

- **Operating Surplus Ratio** - The average operating surplus ratio over the ten years is 2.8% (target of positive ratio by FY 2027) and is higher than the average included in the previously adopted LTFP.
- **Net Financial Liabilities Ratio (NFL)** - The target of a ratio of lower than 100% by FY 2027 is achieved and on average the target of lower than 100% is achieved over the 10 years of the LTFP.
- **Asset Renewal Funding Ratio** - Over the 10 years of the LTFP the renewal capital expenditure is aligned with the Asset Management Plans and as such the ratio is 100%.

6. **Inflation Assumptions** - The draft Long Term Financial Plan 2025-2034 key assumptions are based upon the December 2023 Deloitte Access Economics forecast of 2.9%. More recent forecasts have been analysed and are in line with this figure.

7. **Scenario Planning** - A total of thirty rate models were considered by Council. A summary of the key scenarios presented is shown in the table below:

Rate Model	General Rates Increase 24/25 and 25/26	Growth	Total Rate Increase	Waste Service Charge	Financial ratio targets met	Capacity to support current operations	Capacity to support future growth	Waste Service Charge cover costs
Adopted LTFP (at time of adoption)	5.7%	0.5%	**6.2%**	231.60	✓	✓	✗	✗
Inclusion of current pressures (updated LTFP with what we know now)	5.7%	0.5%	**6.2%**	231.60	✗	✗	✗	✗
Pre waste Modelling	12.2%	1.0%	**13.2%**	231.60	✓		✓	✗
Post Waste Modelling - recommended	10.2%	1.0%	**11.2%**	311.00	✓	✓	✓	✓
To reach State Average - Not achievable given rating policy.	41.0%	0.0%	**41.0%**	231.60	✓	✓	✓	✓

8. **Key Assumptions** - The draft Long Term Financial Plan key assumptions are as follows:

General Rates - Rating strategy has been reviewed, where Council Staff and Elected Members worked together to develop and review a number of options that would provide a balance between community expectations, the achievement of financial targets and the capacity required to deliver this year's budget and the latest LTFP. The following pressures were considered in the development of the rating increase and this version of the LTFP:

- **Historic Rating -** In previous years rating did not keep up with inflation, and whilst the previously adopted LTFP and last year's ABP included an increase that was smoothed across 3 years, rating was below actual CPI for FY 2024. Last year aligned with previous years, COMG average residential rates were significantly below the rural state average.

2021/2022 Average			
Metro	Rural	State	CoMG
$1,695	$1,461	$1,528	$1,112*

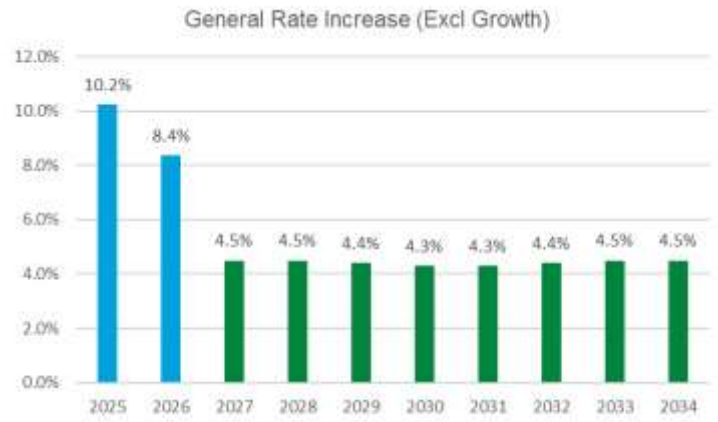
2022/2023 Average			
Metro	Rural	State	CoMG
$1,771	$1,561	$1,626	$1,167*

2023/2024 Average			
Metro	Rural	State	CoMG
$1,898	$1,725	$1,776	$1,223*

* Does not include Waste Service Charge – CoMG $200.00 (2021/2022) & $206.85 (2022/2023) & $217.70 2023/2024)



Rate Modelling Overview (General Rates and Waste Service Charge) - General rate revenue increase including growth is 10.24% (excluding growth) for 2024/2025, 8.35% (excluding growth) for 2025/2026 and CPI plus 2.0% sustainability for ongoing years . This rating option is proposed because it assumes that key ratios are achieved whilst assuming that the organisation has the required capacity to deliver the outcomes from this version of the LTFP.



The models presented to Council took into account of a number of factors:

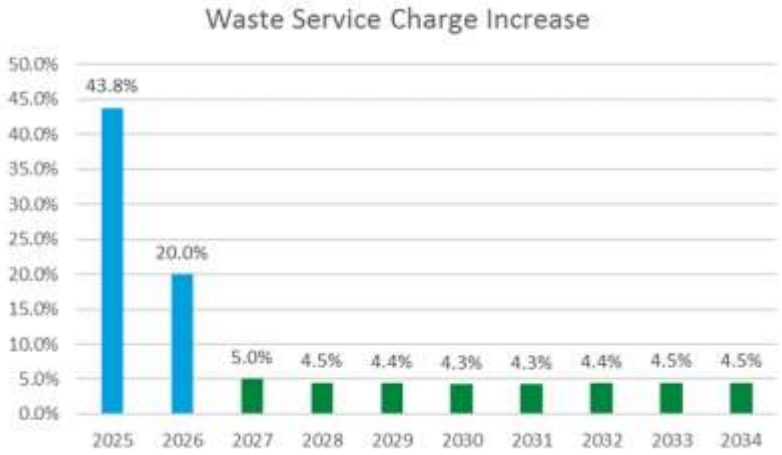
- **Average Rates** - City Of Mount Gambier's average residential rates have been significantly below the average rural SA average, being $1,223 in FY 2024 compared to $1,725 for the SA rural average.
- **Asset Management** - Further to condition audits and valuations undertaken during this financial year for our major asset classes there has been a significant increase in both depreciation ($1.1m above the adopted LTFP for or 4.83% of the rate increase for 2024/2025), the capital works budget and the forward works program. We have seen the cost of construction increase and the condition audits have informed the works that need to be undertaken.
- **Growth -** Over previous years, the organisation has not increased its staffing capacity to reflect the growth in the community and increased cost of service. This was particularly evident during 2021 where we saw significant growth in our city.
- **Capacity to Deliver** - Capacity Creation - Capacity has been created in a number of different ways: to deliver the ABP and this version of the LTFP:
  - **FTEs -** An additional 1.5 FTEs have been included in the FY 2025 budget to support volunteer management and the delivery of the trails activation plan.

- **Resource -** The capacity of 2 FTEs p.a. which is expected to either be Council staff or consultants/contractors. As the workforce planning framework develops, this will inform the allocation in future years.
- **Strategic Work Plan** - Individual projects such as the Business Systems review have been scheduled, with an ongoing allocation over the life of the LTFP in recognition of the need to resource for future priorities and growth.
- **CBD Activation -** An ongoing allocation has been included in the FY 2025 in response to community feedback.

- **Inflationary pressures** – Higher than expected inflation has resulted in significantly higher costs for materials, contracts, services and utilities.
- **Financial Targets** – as per Council Treasury Management Policy, we have clear targets for 2026/2027 including a positive Operating Surplus Ratio, Net Financial Liability Ratio of less than100% and an Asset Renewal Funding Ratio of 100%. Our Budget and Long Term Financial Plan needs to ensure we meet these targets in that year and for all future years.

Waste Modelling – Waste Service Charge and Waste Management - Council staff have reviewed the cost of service and undertaken benchmarking compared to other SA Councils, with the following insights:

- **Cost Of Service -** The full cost of waste collection, kerb side recycling and green waste including the cost of disposal to the Caroline Landfill have not been recovered in previous years.
- **Proposed Increase** - A proposed increase to the waste service charge of 43.8% will ensure that Council is able to cover the cost of service and also charge at a level that is consistent with other SA councils. This is expected to result in a waste service charge of $311 per household.



- **Historic Charges** - Like our rating level, the Waste Service charge has been historically low compared to other Councils which is illustrated in the following graph:



Wattle Range is based on 2023/2024.

- **Other Operating Revenue** - Is expected to increase by forecast CPI (exception being statutory charges at 1.9%).
- **Employee Costs -** Standard increases are aligned with Council's enterprise agreement for the initial years of the LTFP, with anticipated increases thereafter. Superannuation costs have been assumed to increase in line with legislation i.e. to reach 12% (+1%) by 2025/26.
- **Operating Expenditure** - Forecast CPI.
- **Forward Capital Works Program** - The forward works program for the Infrastructure and Buildings and Structures classes are based upon the condition audits and valuations undertaken as at 30 June 2023 and 1 July 2023 respectively. Indexation applied is in line with forecast CPI increases over the period of the plan (noting that the forecast in the Asset Management Summary is unindexed).

9. Significant Changes - The following have been updated:

Updated Assumptions - It should be noted the following assumptions have been updated:

- **Base Year** - The LTFP has been updated to include the Draft Budget Review 3 position for FY 2024 and the Draft Budget for FY 2025.
- **Interest Rates** - Interest rates have been updated to reflect actual interest/forecast rates for credit foncier loans and variable LGFA rates have been updated using Deloitte Access Economics as at 31 December 2023.
- **Indexation** - Forecast CPI assumptions have been updated based on Deloitte Access Economics (DAE) forecasts.
- **General Rates** – Council's rating strategy has been reviewed, where Council Staff and Elected Members worked together to develop and review a number of options that would provide a balance between community expectations, the achievement of financial targets and the capacity required to deliver this LTFP.
- **Waste Management** - Further to a review of the cost of service a proposed increase was presented that ensured that the revenue collected view the Waste Service charge covered the costs incurred by Council to deliver this service to the community.
- **Strategic Work Plan** - The Strategic Work Plan (i.e. delivery of Council's priorities over the next three years) has been updated further to engagement with Council staff and the development of Mount Gambier 2035.

- **Unlocking Projects -** Underpinning the Strategic Work Plan the following foundational projects will be delivered to " unlock" capacity within the organisation looking for efficiencies and reviewing service levels:
  - **Asset Management Planning Approach -** Allocations have been included
  - **Business Systems and Infrastructure** - $365k investment in FY 2025 - FY 2026.
  - **Workforce Planning Framework** - This has incorporated $50k in FY 2025.
  - **Strategic Work Plan Delivery** – An allocation of c$400k p.a. has been included to fund the delivery of the Strategic Work Plan.
- **Capacity Creation** - Capacity has been created in a number of different ways: to deliver the communities
  - **FTEs** - An additional 1.5 FTEs have been included in the FY 2025 budget to support volunteer management and the delivery of the trails activation plan.
  - **Resource** - The capacity of 2 FTEs p.a. which is expected to either be Council staff or consultants/contractors. As the workforce planning framework develops, this will inform the allocation in future years.
  - **Sports Recreation and Open Space Strategy (SROSS)** - Implementation from FY 2028.
  - **Strategic Work Plan** - Individual projects such as the Business Systems review have been scheduled, with an ongoing allocation over the life of the LTFP in recognition of the need to resource for future priorities and growth.
  - **CBD Activation** - An ongoing allocation has been included in the FY 2025 and this version of the LTFP as requested by Elected Members.
- **Asset Management -** Further to condition audits and valuations undertaken during this financial year for our major asset classes there has been a significant increase in both depreciation ($1.1m above the adopted LTFP for or 4.83% of rates 2024/2025), the capital works budget and the forward works program. We have seen the cost of construction increase and the condition audits have informed the works that need to be undertaken.
- **Valuations** - The last version of the LTFP stated that the impact of the valuations for the Infrastructure and Buildings and Structures asset classes had been excluded. The previous version of the LTFP assumed that valuations would be undertaken periodically rather than indexing annually. Market conditions have meant that from FY 2026 CPI has been applied to asset classes annually to consider increases in value.
- **Capital Works Program** - This program, aligned with the Asset Management Summary and supporting plans, have been updated to reflect data resulting from the condition audits and valuations for the Buildings and Structures and Infrastructure asset categories, carry forwards identified as at Budget Review 3, and capital for new/upgrade expenditure following engagement with relevant Council staff and Elected Members.
- **Sport, Recreation & Open Space Strategy (SROSS)** – The previous version of the LTFP included a $50k p.a. allocation for master plans. This version of the LTFP includes the costs of three projects to support the implementation of this strategy (with design in year 1 and construction in year 2), excluding inflation for total cost for each project is assumed to be $5m with 50% grant funding).

10. Exclusions - The following potential significant investment/items are excluded from this version of the LTFP:

- **Caroline Landfill Depreciation -** Further work will be undertaken aligned with the development of the draft masterplan. This is expected to further define the cost of future cell construction, capping and the post closure provision and unwinding of net present value.
- **Asset Management** - Further review to be undertaken in preparation for the development of the next iteration of the Asset Management Plan / LTFP in December 2024.

11. **Local Government Reform** - The LTFP will be a primary document that will be reviewed by ESCOSA on a four year rotating schedule as part of a range of strategic planning documents with advice provided to the Council. This review will be undertaken in 2024/2025.
12. **The draft LTFP (Attached)** - Is presented as a set of financial statements and includes the following statements:
    - Statement of Comprehensive Income
    - Statement of Financial Position (Balance Sheet)
    - Statement of Changes in Equity
    - Statement of Cash Flow
    - Uniform Presentation of Finances
    - Key Financial Indicators.

LEGAL IMPLICATIONS

Under Section 122 of the Local Government Act a Council must develop and adopt a Long Term Financial Plan for a period of at least 10 years.

Local Government Act 1999 - Section 122

Local Government (Financial Management) Regulations - 2011 - Regulations 5 & 7.

STRATEGIC PLAN

The LTFP as a strategic management document is informed by and informs the Strategic Plan and Futures paper. It is also aligned with the Asset Management Plans.

COUNCIL POLICY

A900 Asset Management Policy

B300 Budget Framework Policy

T150 Treasury Management Policy

ECONOMIC IMPLICATIONS

The LTFP models Council to be financially sustainable over the medium to long term.

ENVIRONMENTAL IMPLICATIONS

As determined in the Strategic Plan.

SOCIAL IMPLICATIONS

As determined in the Strategic Plan.

CULTURAL IMPLICATIONS

As determined in the Strategic Plan.

RESOURCE IMPLICATIONS

Completed within staff resources.

VALUE FOR MONEY

The LTFP models Council to be financially sustainable over the long term.

RISK IMPLICATIONS

The LTFP models Council to be financially sustainable over the long term. The LTFP is updated annually and needs to have regard to relevant risk, opportunities and mitigation strategies.

A number of key risks have been identified in the development of the Annual Business Plan and Budget and the LTFP:

- **Indexation** - Escalation of expenditure and revenue in terms of CPI (with the exception of total rates revenue that has been increased as above). The forecast inflation rates have been applied as at 31 December 2023. Should rates be higher, expenditure will be reviewed to ensure that key financial indicator target ratios are maintained.
- **Interest Rates** - Interest rates have been forecast by applying future forecast rate changes to the LGFA interest rate for variable debt. Debt strategy has also been considered in the development of the LTFP in terms of fixed versus variable debt.

EQUALITIES AND DIVERSITY IMPLICATIONS

Nil

ENGAGEMENT AND COMMUNICATION STRATEGY

Decision to be made	Make a recommendation that the Long Term Financial Plan be endorsed for public consultation.
Key factors to be considered in decision (dot points)	• Annual Business Plan • Asset Management Plans • Community Plan • Local Government Act 1999
Area of community influence	Aspects that are fixed: - Legislative Factors Key areas for community input: - Community may make submissions on all sections of the Draft Long Term Financial Plan.
Method of consultation, informing community & cost	Copies will be available at: • The City of Mount Gambier Library; • Civic Centre. • Council's Have Your Say platform A facility is available for the community to ask questions and receive submissions on Council's website during the public consultation period.
Feedback to stakeholders/Council	A written response will be made to all submissions once the Long Term Financial Plan 2025-2034 has been adopted by Council.

Timeframe for consultation	Commencing on 23 May and concluding on 13 June 2024.
Community Input	Commentary on the Draft LTFP

IMPLEMENTATION STRATEGY

Targets from the LTFP will be communicated to Council staff to inform the 2025/26 Annual Business Plan and Budget process.

CONCLUSION AND RECOMMENDATION

The Long Term Financial Plan is a high level strategic planning document which is a key aid to Council's budgeting and planning process. It will assist Council staff and Elected Members in planning for the delivery of facilities and services to meet the expectations of the community in a sustainable manner.

Council's Strategic Plan includes significant additional infrastructure and services, planning which includes consideration for the timing of revenue and expenditure, and the feasibility of each project. Proactive planning and modelling are vitally important to the ongoing financial sustainability of Council.

While Council uses the LTFP to inform its Annual Business Plan and budget, the plan is a roadmap and as such does not determine the rates or charges in each year.

ATTACHMENTS

1. Attachment 1 - Draft LTFP 2025-2034

City of Mount Gambier



Draft Long Term Financial Plan

2025 - 2034

Long Term Financial Plan 2025-2034

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Appendix:

Assumptions

Financial Statements

Public Consultation:

Council is committed to listening and responding to the feedback from our community, and we endeavour to make it easy and convenient for your views to be shared.

Council invites you to:

- Take a look at each of the Draft Annual Business Plan, Draft Long Term Financial Plan and Draft Asset Management Plan.
- Have your say through any of the following options:
  - Online at the 'Have Your Say' website - www.haveyoursaymountgambier.com.au or
  - By email at city@mountgambier.sa.gov.au or
  - In writing addressed to: City of Mount Gambier, PO Box 56, Mount Gambier SA 5290.

To be considered, all written submissions must include accurate details of the author and be received by Council by 5pm Thursday 13 June 2024.

The City of Mount Gambier recognises the Boandik people as the traditional owners and custodians of the land Mount Gambier sits upon today.

We respect their spiritual relationship with the land and recognise the deep feelings of attachment Aboriginal and Torres Strait Islander peoples have with this land.

The City of Mount Gambier is committed to working together with Aboriginal and Torres Strait Islander communities in the process of reconciliation.

Image: Belinda Bonney, Reconciliation of the Nation: we all walk together as one (detail).



Draft Long Term Financial Plan 2025-2034

2. Overview

What Is This Document? - This is the Long Term Financial Plan (LTFP) for the City of Mount Gambier Council for the period 2025 - 2034. While the Long Term Plan covers 10 years ahead, we review it every year. This is because the opportunities and challenges facing our community and city, and the context we work in, are always evolving.

Purpose - The purpose of a Long Term Financial Plan (LTFP) is to guide the future direction of Council in a financially sustainable manner. The LTFP is designed as a 'high-level' summarised document focusing on the future planning of Council's financial operations, particularly in relation to key components such as rate increases, service levels to our community, asset replacement/renewal and loan indebtedness.

Legislation – Section 122 (1) of the Local Government Act 1999 ("the Act") requires that Councils must develop and adopt Strategic Management Plans including the LTFP which is a moving document updated on a rolling basis over a ten year term.

Hierarchy Of Documents - City of Mount Gambier Council's LTFP provides the forward strategic financial framework to resource the community's needs and aspirations. Through the alignment of this plan with the Strategic Plan, Futures Paper and the Asset Management Plan, Council is able to plan, manage and communicate its future objectives in a sustainable way for the long term.

Previous Versions - The Council's LTFP was adopted in March 2019 and subsequently reviewed and adopted in June 2020, February 2021, December 2021, June 2022 and June 2023.

Roadmap - The LTFP is developed in the context of the Strategic Plan 2020-2024 and sets a road map to implement the community's priorities for the coming decade. As such the LTFP provides a target for future Annual Business Plans and Budgets. It also provides guidance in terms of direction and financial capacity and does not determine the rates and charges for the future. If key assumptions such as growth, capital investment or interest rates change then this may drive changes in the annual budget. It should be noted that the next version of the strategic plan – Mount Gambier 2035 is currently being developed. This, with the supporting Strategic Work Plan has been used to inform this version of the LTFP.

Financial Position - Over the life of this Plan, Council is scheduled to to achieve its financial targets by FY2027. Over the medium to long term, Council is expected to be financially sustainable in accordance with the information contained within this Plan.

Financial Sustainability - Financial sustainability in local government ensures that each generation pays their way rather than any one generation living off their assets and leaving the responsibility for infrastructure/asset renewal to future generations.

Development of This Version of the LTFP - This version of LTFP was developed in consultation with Councils Executive Leadership Team and Elected Members. Between Elected Members and Council Administration a number of rating scenarios were developed. A number of workshops were held that carefully considered/explored a number of options that balanced the need to achieve financial targets, resources to deliver the Strategic Work Plan and meet community expectations and cover the true cost of waste services. Asset Management Plans have

been informed by recently conducted condition audits for major asset classes and resulting valuations.

Financial Statements - At a high level, the LTFP projects:

- **Statement of Comprehensive Income** - Details the profit and loss account (operating surplus (deficit) and capital transactions);
- **Statement Of Financial Position (Balance Sheet)** - This presents the financial position of Council at a given date. It comprises three main components: assets, liabilities and equity;
- **Statement Of Cashflows** - This shows the amount of cash and cash equivalents entering and leaving the Council;
- **Uniform Presentation Of Finances** - The Net Lending/(Borrowing) for the Financial Year result is a measure that takes account of both operating and capital activities for the financial year; and
- **Statement of Changes in Equity** - This reflects the movement in equity reserves during the period, being the financial performance of the year plus any other comprehensive income gains.

3. Significant Influences and Challenges

Overview - The LTFP is a long-term forecast and as such it is supported by many assumptions, for example: community aspirations, needs and wants, growth, inflation, service levels, federal and state government policy settings and interventions. Many of these factors inevitably are external to Council and as such outside of its control.

Hierarchy Of Documents - The Plan complements and is complemented by other important Council plans and strategies:

- Futures Paper;
- Strategic (Community) Plan 2020-2024;
- Asset Management Plan; and
- Annual Business Plan.

Mount Gambier 2035 – Council have been engaging with the community and Elected Members in the build of the new strategic plan (Mount Gambier 2035). This will set the direction for the next ten years. This version of the LTFP has considered the Strategic Work Plan that underpins the delivery of Mount Gambier 2035. The draft strategic plan will be brought to Council in June 2024.

Wulanda Recreation & Convention Centre (WRCC) - The Wulanda Recreation and Convention Centre is a multi-purpose facility designed to be a community space, with facilities and activities for all ages and abilities. This facility provides substantial year-round indoor facilities, addressing many community needs both now and for future generations to come. The Wulanda Recreation and Convention Centre has already shown that it is able to increase the ability for Mount Gambier to host major sporting competitions, conferences, events and performances providing significant social and economic benefits.

Local Government Reform - The LTFP will become a primary document that will be reviewed by Essential Services Commission of South Australia (ESCOSA) during the 2024 - 2025 year under the Local Government Advice Scheme established through the Local Government Act 1999. The aim of the Scheme is to provide independent, risk-based advice to assist councils when making long-term financial and investment decisions for the benefit of ratepayers.

Total Rate Revenue - Council's major source of income is rates (general rates and waste service charge), which accounts for approximately 66% of operating revenue over the ten years of the plan and is an important part of the planned long-term strategy. It contributes towards the funding of Council's services to meet the expectations of the Community, by maintaining services, roads, waste management, footpaths, buildings, etc. and the Asset Management Plan (both the renewals and new/upgrade) and funding. A further review has been undertaken of rating strategy, prior to a more comprehensive review to be undertaken in 2024 - 2025, to ensure that Council balances the requirement for rate increases to fund recurring cost increases with the need to keep rate increases across the ratepayer base at an acceptable level.

Inflation - This LTFP has incorporated the Consumer Price Index (CPI) based on Adelaide forecast CPI as predicted by Deloitte Access Economics. This assumption has been updated as at the end of December 2023. It should be noted that Council chose to continue to

Significant Influences and Challenges (Continued)

apply these assumptions further to updated forecasts in March 2024, as the changes were not deemed to be material.

Asset Management Plan - The Asset Management Plans and Summary have been updated and issued for public consultation at the same time as the Annual Business Plan and this document. This is aligned with the LTFP which allows Council to factor in the new and ongoing costs associated with renewals required to maintain our asset base at the required standard and investment in new assets (please note that the estimates in this document have been indexed, however, in the Asset Management Summary they have not).

What has changed since the last LTFP?

Updated Assumptions - It should be noted the following assumptions have been updated:

- **Base Year** - The LTFP has been updated to include the Draft Budget Review 3 position for FY 2024 and the Draft Budget for FY 2025.
- **Interest Rates** - Interest rates have been updated to reflect actual interest/forecast rates for credit foncier loans and variable LGFA rates have been updated using Deloitte Access Economics as at 31 December 2023 ((as detailed in the Appendix).
- **Indexation** - Forecast CPI assumptions have been updated based on Deloitte Access Economics (DAE) forecasts (as detailed in the Appendix).
- **General Rates –** Council's rating strategy has been reviewed, where Council Staff and Elected Members worked together to develop and review a number of options that would provide a balance between community expectations, the achievement of financial targets and the capacity required to deliver this LTFP.
- **Waste Management** - Further to a review of the cost of service a proposed increase was presented that ensured that the revenue collected view the Waste Service charge covered the costs incurred by Council to deliver this service to the community.
- **Strategic Work Plan** - The Strategic Work Plan (i.e. delivery of Council's priorities over the next three years) has been updated further to engagement with Council staff and the development of Mount Gambier 2035.
- **Unlocking Projects** - Underpinning the Strategic Work Plan the following foundational projects will be delivered to " unlock" capacity within the organisation looking for efficiencies and reviewing service levels:
  - **Asset Management Planning Approach** - Allocations have been included (refer to Appendix).
  - **Business Systems and Infrastructure** - $365k investment in FY 2025 - FY 2026.
  - **Workforce Planning Framework** - This has incorporated $50k in FY 2025.
  - **Strategic Work Plan Delivery –** An allocation of c$400k p.a. has been included to fund the delivery of the Strategic Work Plan.

Draft Long Term Financial Plan 2025-2034

Significant Influences and Challenges (Continued)

- **Capacity Creation** – Capacity has been created in a number of different ways: to deliver the communities
  - **FTEs** - An additional 1.5 FTEs have been included in the FY 2025 budget to support volunteer management and the delivery of the trails activation plan.
  - **Resource** – The capacity of 2 FTEs p.a. (20 FTEs over the life of the LTFP has been included) which is expected to either be Council staff or consultants/contractors.
  - **Sports Recreation and Open Space Strategy (SROSS)** - Implementation from FY 2028.
  - **Strategic Work Plan** - Individual projects such as the Business Systems review have been scheduled, with an ongoing allocation over the life of the LTFP in recognition of the need to resource for future priorities and growth.
  - **CBD Activation** - An ongoing allocation has been included in the FY 2025 and this version of the LTFP as requested by Elected Members.

- **Asset Management** - Further to condition audits and valuations undertaken during this financial year for our major asset classes there has been a significant increase in both depreciation ($1.1m above the adopted LTFP or 4.83% of the rate increase for 2024/2025), the capital works budget and the forward works program. We have seen the cost of construction increase and the condition audits have informed the works that need to be undertaken.

- **Valuations** - The last version of the LTFP stated that the impact of the valuations for the Infrastructure and Buildings and Structures asset classes had been excluded. The previous version of the LTFP assumed that valuations would be undertaken periodically rather than indexing annually. Market conditions have meant that from FY 2026 CPI has been applied to asset classes annually to consider increases in value.

- **Capital Works Program** - This program, aligned with the Asset Management Summary and supporting plans, have been updated to reflect data resulting from the condition audits and valuations for the Buildings and Structures and Infrastructure asset categories, carry forwards identified as at Budget Review 3, and capital for new/upgrade expenditure following engagement with relevant Council staff and Elected Members.

- **Sport, Recreation & Open Space Strategy (SROSS)** – The previous version of the LTFP included a $50k p.a. allocation for master plans. This version of the LTFP includes the costs of three projects to support the implementation of this strategy (with design in year 1 and construction in year 2), excluding inflation for total cost for each project is assumed to be $5m with 50% grant funding).

Significant Influences and Challenges (Continued)

- **Waste Management –** The development of a Waste and Resource Recovery Master Plan has been identified by Council as a key strategic project and is well underway. This document, in conjunction with the 'Waste and Resource Recovery Strategy 2023 – 2030, will provide a whole of life map for waste management, including, the Waste Transfer Station, ReUse Market, Caroline Landfill and kerbside collections.

  The comprehensive planning and analysis combined within the Master Plan, along with associated financial modelling will enable Council to minimise the risks associated with its waste services, particularly those of owning and operating a landfill. One of the components of the Master Plan is a Risk Plan, which will specifically list waste related risks.

  This work is still in progress at the time of preparing this document.

Key Financial Indicators:

The following targets have been set in line with the adopted T150 Treasury Management Policy:

- **Operating Surplus Ratio %** - Positive surplus ratio by FY 2027.
- **Net Financial Liabilities Ratio** % - Net Financial Liabilities Ratio of lower than 100% to be achieved by FY 2027.
- **Asset Renewal Funding Ratio %** - 100% or greater throughout the duration of the LTFP.

If any of the targets are not achieved (i.e. if growth or CPI is lower than planned), this will mean that other assumptions will need to be changed to ensure that the targets set by the LTFP are achieved.

Risks - The LTFP is updated annually and needs to have regard to relevant risk, opportunities and mitigation strategies. During the development of this LTFP we have identified the following:

- **State/Federal Government** - Local Government reforms and funding/cost shifting (e.g. Financial Assistance Grants timing and amount of advance payments).
- **Climate Change Impact** - The future impact on the way in which Council operates will need to be considered. Council has a strategic target to achieve a 65% reduction on kerbside waste to landfill by 2030.
- **Indexation** - Escalation of expenditure and revenue.
- **Interest Rates** - Interest rates have been forecast based on data available on 31 December 2023 from Deloitte Access Economics and LGFA rates. Council's debt structure has been established to ensure alignment with Council's Treasury Management Policy, with an appropriate mix of loan terms and fixed and variable debt.
- **Service Levels** - Adjusting service levels may result in increased cost of renewal/upgrade, maintenance and depreciation.
- **Grant Revenue** - Whilst grant revenue may fund additional capital works, additional maintenance/renewal expenditure will be incurred as a result.
- **Procurement Market Conditions** - Current market conditions have either driven up costs, or resulted in less availability of contractors which will also impact on the capacity to deliver.

Draft Long Term Financial Plan 2025-2034

Significant Influences and Challenges (Continued)

- **Wulanda** - Impact on the organisation to support activation and operations.

Opportunities - The following potential opportunities have also been identified:

- **Efficiencies** - Efficiencies will be investigated in operating expenditure to support capital works expenditure or through strategic procurement activities (where like activities are 'bundled up').
- **Growth** - Higher than projected growth in assessments (above the 1.0% included for FY 2025 and 0.5% p.a. for future years of the LTFP).
- **Timing** - A review of strategic priorities has been undertaken by the Executive Leadership Team further to consultation across the organisation in the development of the Strategic Work Program. The organisation's capacity to deliver has been considered.
- **Commercial Partnerships / Grant Funding** - Seek greater contributions from others to fund current activities / additional projects.
- **Borrowings** - In line with our Treasury Management Policy the intent is to have an optimal structure that ensures that the net interest costs associated with borrowing and investing are reasonably likely to be minimised on average over the longer term.
- **Grant Revenue** - Attracting further grant revenue will improve ratios if used to fund works already in LTFP. It should be noted that from FY 2028 onwards the implementation of the Sport, Recreation & Open Space Strategy (SROSS) this is assumed to be supported by matching grant funding.

Exclusions - The following potential significant investment/items are excluded from this version of the LTFP:

- **Caroline Landfill Depreciation** - Further work will be undertaken aligned with the development of the draft masterplan. This is expected to further define the cost of future cell construction, capping and the post closure provision and unwinding of net present value.
- **Asset Management** - Further review to be undertaken in preparation for the development of the next iteration of the Asset Management Plan / LTFP in December 2024.
- **PLEC** - Further investment in PLEC beyond Stage 1 delivered in FY 2023. It should be noted that a cost benefit analysis was undertaken and presented to Elected Members in FY 2024. On the basis of the work undertaken no further investment is included in this version of the LTFP.
- **LED Lighting** - Further investment in LED lighting beyond Stage 1 is excluded. A cost benefit analysis was presented to Elected Members in FY 2024. On the basis of the work undertaken no further investment is included in this version of the LTFP.

4. Hierarchy Of Documents

Hierarchy of Documents - Brings together the key planning documents to ensure that the vision, goals and objectives set by the Futures Paper are implemented in the Long Term Financial Plan, Asset Management Plan, Strategic Plan, and Annual Business Plan.

The Long Term Financial Plan - Guides and is guided by other key strategic management documents as shown below:



- **Futures Paper** - The paper outlines strategies for action at the individual, organisation and community level that will enable the community to achieve their collective aspirations.
- **Long Term Financial Plan (10 Years)** - The Long Term Financial Plan shows the financial impact of the implementation of the Strategic Plan over the next 10 years and incorporates key assumptions from the Strategic Plan and Asset Management Plan. The LTFP will be reviewed by Council on an annual basis.
- **Asset Management Plan (Asset Management Summary) (10 Years)** - Identifies the required future expenditure on infrastructure and funding required to maintain service levels. It is aligned with the LTFP.
- **Strategic Plan (4 Years)** *- Represents the vision, aspirations and priorities of our community now and into the future. The Strategic Plan is informed by the Futures Paper and identifies the outcomes Council seeks to achieve and the strategies Council will put in place to get there.
- **Mount Gambier 2035 (10 Years)** - Council have engaged with the community and Elected Members in the build of the new strategic plan (Mount Gambier 2035). This will set the direction for the next ten years. This version of the LTFP has considered the Strategic Work Plan that underpins the delivery of Mount Gambier 2035. The draft strategic plan will be brought to Council in June 2024 for community consultation. Once adopted this version of the strategic plan will inform future LTFPs.

Draft Long Term Financial Plan 2025-2034

- **Annual Business Plan (1 Year)** - Each year, Council develops an Annual Business Plan guided by Council's strategic financial framework which sets strategic directions over the medium and long term and converts these into annual actions and outcomes. This shows the outcomes Council expects to achieve in the year, the services, the key measures of success and the budget required to deliver these outcomes.

Draft Long Term Financial Plan 2025-2034

5. Strategic Plan - Our Roles and Goals

THE CITY DEVELOPMENT FRAMEWORK PROJECT

The City Development Framework Project involved the establishment of overall strategies for development, incorporating economic, social, environment and community opportunities and aspirations based on four interrelated themes:

1. **OUR PEOPLE**

How do we ensure a highly skilled and educated population for the future challenges facing our community? A community reflecting good health, connectedness and wellbeing.

2. **OUR LOCATION**

How do we take advantage of our location and expand our potential as a regional hub? Building on our regional centre for the provision of services, shopping, tourism, cultural, sporting and recreation.

3. **OUR DIVERSE ECONOMY**

How do we build on and diversify our existing economy? We have existing high quality and skilled industry sectors including fabrication, manufacturing, forest products, agriculture, health and education. We also have emerging opportunities for digital technology and related industries.

4. **OUR CLIMATE, NATURAL RESOURCES AND HERITAGE**

How do we promote and preserve our climate, natural resources and environment? We have a temperate climate, the Crater Lakes Volcanic Complex incorporating the world renowned Blue Lake, a unique natural environment and enviable natural resources. We also have a remarkable wealth of Indigenous and European heritage.

The following pages show the strategic work plan that has been developed to deliver the priorities over the next 3 years.

Draft Long Term Financial Plan 2025-2034



12 | Page

Draft Long Term Financial Plan 2025-2034



6. CEO's Statement of Financial Sustainability

Key Objective - The key objective of preparing a comprehensive and informed LTFP is to enable Council to maintain financial sustainability in the medium to long term whilst achieving the objectives and standards detailed in Council's suite of strategic management plans.

Service Levels - This means Council will be able to manage and maintain current and predicted services and service levels, and infrastructure requirements to adequately provide for needs of the city.

Our LTFP:

- **Guide** - Serves as guiding tool for decision making.
- **ABP** - Informs Annual Business Plan and Budget (ABP) processes by taking a multi-year perspective on spending positions;
- **Financial Sustainability** - Determines organisational financial capacity and sustainability; and
- **Legislation** - Complies with statutory requirements (per the Local Government Act and the Essential Services Commission of South Australia – ESCOSA).

Funding:

To fund our major intergenerational project for the construction of the Wulanda Recreation and Convention Centre, the LTFP has applied debt as a means to achieve intergenerational equity. This ensures that the cost of construction of this project is shared across the current and future ratepayers, consistent with those that will benefit from the use of this new facility.

Our Financial Sustainability:

Council has three Key Financial Indicators (KFIs) per Council's Treasury Management Policy that measure financial sustainability. It should be noted that all three KFIs achieve the targets set by Council's Treasury Management Policy (T150) as shown below:

- **Operating Surplus Ratio** - The ratio is positive over the 10 year period with an average ratio of 2.8%, achieving a positive ratio from FY 2027 onwards.
- **Net Financial Liabilities Ratio** - The average ratio over the 10 years is 55.2%, achieving a ratio of less than 100% in 2025.
- **Asset Renewal Ratio** - The Asset Renewal Ratio is 100% over the 10 years of the LTFP, aligned with the forward works program and Asset Management Plan.

These indicators are evaluated in more detail within this document and together, show that Council will achieve its financial sustainability in the medium to long term.

Draft Long Term Financial Plan 2025-2034

7. Rate Setting (General Rates and Waste Service Charge)

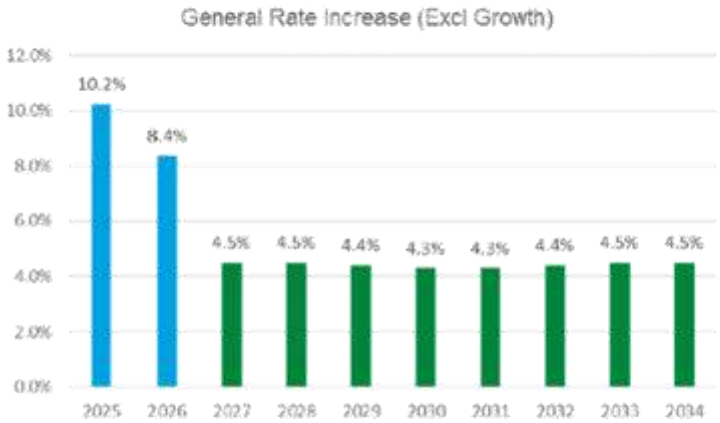
Historic Rating - In previous years rating did not keep up with inflation and whilst the previously adopted LTFP included an increase that was smoothed across 3 years, rating was below actual CPI for FY 2024. Last year aligned with previous years, COMG average residential rates were significantly below the rural state average.

Growth - Over previous years the organisation has not grown/increased budget to reflect community growth (and increase in cost of service).

Balanced Approach - Council needs to find the balance between resident expectations and what is appropriate and affordable for Council to provide with the revenue available.

General Rate Increase - Rating for this financial year and beyond considers a number of factors including the following:

- **Average Rates –** City Of Mount Gambier's average residential rates have been significantly below the average rural SA average, being $1,223 in FY 2024 compared to $1,725 for the SA rural average (excluding the waste service charge).
- **Depreciation** - Further to the revaluations undertaken in the last 12 months for the Infrastructure and Buildings and Structures asset classes there has been a significant increase to the value of these asset classes and subsequently to depreciation ($1.1m or 4.83% of rates in FY 2025) and the forward capital works program.
- **Sustainability** - The updated modelled rate for FY 2027 and beyond is based upon CPI plus 2% to ensure that Council achieves and maintains its operating surplus to fund future service provision and pay down debt.



Assessment Growth - Assessment growth has been considered in the LTFP and has been assumed to be 1.0% in FY 2025 and 0.5% p.a. in the future years of the LTFP. Council has taken a prudent approach considering average growth of 0.70% for all assessments over the last 6 years (noting that this growth has been impacted by COVID).

Impact on Individual Ratepayers - It should be noted that the average rate increase per annum is based on the total of all rateable properties. The impact on individual ratepayers may be different based on the change in valuation of their property relative to the overall valuation changes across the council area.

Draft Long Term Financial Plan 2025-2034

Waste Service Charge - A significant increase has been proposed over the next two years to ensure that revenue covers the cost of service and is charging an amount that is more consistent with the charges from other SA Councils (as shown in the graph below).



Draft Long Term Financial Plan 2025-2034

8. Funding Of This Plan

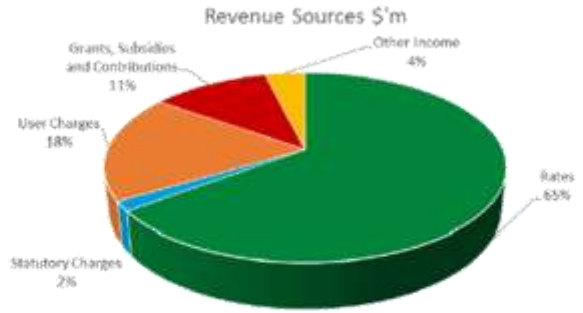
OVERVIEW:

Council generates revenue and funds this plan from a number of sources to provide services, infrastructure and benefits to the community and ensure the economic, social and environmental sustainability of the region.

Funding is generated from revenue and borrowings aligned with relevant policies, plans and objectives to ensure a balanced approach in generating public value to the community. A summary of the funding that supports this LTFP is shown in the Uniform Presentation of Finances included in the Appendix.

REVENUE:

Revenue - Council's main sources of revenue are as follows:



- **Rates** - Council generates 65% of total revenue (operating and capital) across the life of the LTFP from rates. This revenue is in the form of:
  - General rates; and
  - Waste service charge.
- **Statutory Charges** - Are legislated charges that support environmental, development and public health including:
  - Planning and development fees;
  - Public health and support services; and
  - Animal management (including dog registration).
- **User Charges** – Are fees and charges associated with the provision of specific services to the community/businesses including:
  - **Waste management fees** - Gate fee, Waste Transfer Charges and the reuse market);
  - **Wulanda** – Fees and charges in relation to the use of the facility;
  - Cemetery fees;
  - Council facility rental, and;
  - Retail facilities.
- **Grants, Subsidies and Contributions** - Are external funds obtained from other levels of government or other bodies that contribute to either Council's cost of operations or support capital projects over the life of the LTFP.
- **Other Income** - Includes reimbursements and sundry income (such as Open Space fees) and sale of surplus assets.

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BORROWINGS:

A key source of funding for this version of the LTFP is borrowings. The borrowings structure is made up of the following:

- **Credit Foncier Loans –** These are fixed term loans with varying terms that have been used to support the construction of the Wulanda Recreation and Convention Centre facility. It should be noted that particular care has been taken in establishing the terms of the individual loans to ensure that at the end of the LTFP the required flexibility is available.
- **CADs** - These are flexible loans where funds are drawn down and paid back as required.
- **Debt Structure –** The mix between fixed and variable debt has been considered throughout this version of the LTFP to ensure that required flexibility and capacity is available to Council.
- **Total Borrowings** - The level of total borrowings for each year has been included in the Key Financial Ratios section of this document.

9. Key Assumptions

OPERATING REVENUE:

- **General Rates** - Revenue has been indexed by 10.24% and 8.35% (excluding growth) over the first two years of the LTFP and CPI plus 2% to ensure financial sustainability (excluding growth) for the remaining years of the LTFP.
- **Waste Service Charges** - Aligned with general rates revenue has been indexed by 43.8% (including growth) in FY 2025 and 20% in FY 2026 to ensure that revenue covers the cost of service, 5% in FY 2027 and CPI + sustainability for the remaining years of the LTFP.
- **Council Operations User Charges** - CPI increases have been applied over the remaining 10 years aligned with the user pays principle for the majority of user charges.
- **Grant Funding (Recurrent)** - Such as the Financial Assistance Grants, Roads to Recovery (RTR) and Local Roads and Community Infrastructure (LRCI) have been assumed to be received within the year they are paid.

  In particular for Financial Assistance Grants it has been assumed that 100% of the year's allocation will be paid in the current year (from FY 2025 onwards) and that the Special Local Roads Fund payment will continue.

  It should be noted that at this stage no advice has to date been provided for the advance payments for FY 2026 and payments in future years and as such no adjustment has been made to the LTFP.

  The Federal Government has announced a significant increase in the Roads to Recovery program, however, no specific advice has been provided and as such a prudent approach has been taken including the average grant payment from the last five year grant program.
- **Grant Funding (One-off)** - Tied grant funding is applied in the same year that corresponding expenditure is planned. LRCI Phase 4(a) and Phase 4 (b) has been phased across the years as follows: initial grant payment of 60% has been included in FY 2024 with 30% in FY 2025 and 10% in FY 2026.
- **Development Related Revenue** – Development Approval, Planning and Open Space fees.

OPERATING EXPENDITURE:

- **Materials, Contracts & Other Expenditure** - Has been indexed in line with forecast CPI increases over the period of the plan. Historically, LGPI (Local Government Price Index) has been applied as the relevant indicator of movement in local government costs (reflecting historically higher costs for the "basket of goods and services" procured by Council), However, as the LGPI is reported on an annual/historic basis, considering the current economic conditions it has been determined that CPI should be applied as the most reliable and relevant index.
- **Employee Costs** - Standard increases are aligned with Council's enterprise agreement for the initial years of the LTFP, with anticipated increases thereafter. Superannuation costs have been assumed to increase in line with legislation i.e. to reach 12% (+1%) by 2025/26.

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- **Strategic Work Plan Delivery** - Additional funding has been allocated to support the delivery of identified initiatives including c$400k p.a.
- **FTEs** - The number of FTEs employed by Council over the life of the LTFP is assumed to increase by 2 FTEs p.a.
- **Finance Costs** - Have been modelled factoring in the projected debt Council will hold in each year of the plan, and the forecast interest rate to be charged by the Local Government Finance Authority. In this plan the interest rate used has been modelled based on actual rates provided by the LGFA for credit foncier loans and indicative rates for Convertible Cash Advance Debentures (flexible borrowings) forecasts provided by Deloitte Access Economics and historical data.

CAPITAL EXPENDITURE

- **Asset Renewal** - Is provisioned to allow for Council to meet the renewal requirements as per the revised Asset Management Plan. Renewal, maintenance and depreciation of new and upgraded assets have been included in the plan to ensure these are funded. The forward works program for the Infrastructure and Buildings and Structures classes are based upon the condition audits and valuations undertaken as at 30 June 2023 and 1 July 2023 respectively. Indexation applied is in line with forecast CPI increases over the period of the plan (noting that the forecast in the Asset Management Summary and supporting plans is unindexed).
- **New Capital/Upgrade** - Has been included in the plan and are based on Council's Asset Management Plan. At this stage prior to the completion of the Caroline Landfill Masterplan the only significant investment for new capital will be for cell construction. Indexation applied is in line with forecast CPI increases over the period of the plan (noting that the forecast in the Asset Management Summary and supporting plans is unindexed).
- **Future Development** - It should be noted that the next iteration of the Asset Management Plan will be prepared for inclusion in the LTFP to be developed in the first half of FY 2025.

CAPITAL REVENUE

- **Grants** - At this stage future grants have been assumed for the following projects (it should also be noted that should grant applications be unsuccessful the projects will be reviewed to establish whether a lesser project scope should be delivered):
  - **Railway Lands Nature Play** - Funding of $250k has been incorporated with matching funding provided by Council;
  - **Sports Recreation and Open Space Strategy (SROSS)** - From 2028 onwards the program is expected to deliver three projects with design in year 1 and construction in year 2 supported by matching grant funding (c$5m per project excluding inflation with $2.5m grant funding).
- **Physical Resources Received Free of Charge** - Considering prior year performance an allocation of $1m per annum has been included in this version of the LTFP.

STATEMENT OF FINANCIAL POSITION (BALANCE SHEET)

- **Assets** such as trade and other receivables, inventories and equity accounted investments have all been modelled based on historical averages, with no significant variances expected over the period of the plan.

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- **Infrastructure, Property, Plant and Equipment** are modelled based on the cumulative effect of depreciation, capital expenditure, asset disposals and adjustments made to maintain valuations at fair value. It should be noted that from FY 2026 onwards CPI has been applied to assets that are revalued annually.
- **Liabilities** such as trade and other payables and provisions, have been modelled based on historical averages of Council, with no significant variances expected over the period of the plan.
- **Borrowings** provide an alternative source of funding to enable Council to achieve its objectives and in particular the funding of the Wulanda Recreation & Convention Centre. Borrowing requirements have been modelled based on the cumulative effect of operating deficits/surpluses, capital expenditure and revenue. The debt structure and allocation between fixed (credit foncier) and flexible (CADs) was developed in consultation with Elected Members and the Audit and Risk Committee.

10. Key Financial Ratios

OVERVIEW

Local Government Sector Performance - The following Key Financial Indicators are deemed by the Local Government Sector to be the best indicators for determining financial sustainability:

- Operating surplus / (deficit) ratio;
- Net financial liabilities ratio; and
- Asset renewal funding ratio.

Legislative Requirement - These indicators are also a requirement of Council's annual financial reporting in accordance with Local Government legislation and regulations.

Section 122 of the Local Government Act 1999 states that Councils should assess:

"*…The sustainability of the Council's financial performance and position, and… The extent of levels of services that will be required to be provided by the council to achieve its objectives and to the extent to which any infrastructure will need to be maintained, replaced or developed by the Council…*"

Treasury Management Policy - The following graphs and accompanying commentary are set against targets included in the adopted "Treasury Management Policy" as shown below:

"6.3 ***Key Financial Indicators (KFIs)***

- *Council ensures long term financial sustainability using key financial indicators in its LTFP. Council has the following targets:*
  - ***Operating Surplus Ratio** – To achieve a positive operating surplus ratio by FY 2027.*
  - ***Net Financial Liabilities Ratio** – Achieve a target of less than 100% of total operating revenue by FY 2027; and*
  - ***Asset Renewal Funding Ratio** - Maintain asset renewal funding ratio of greater than or equal to 100% of the Asset Management Plan."*

Additional Ratio – The borrowing to income ratio has been incorporated in the LTFP as an additional measure of financial sustainability.

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OPERATING SURPLUS RATIO

What is the purpose of this ratio?

This financial indicator is useful in determining if current ratepayers are paying enough to cover products and services provided in each period.

How is this ratio calculated?

Operating surplus before capital revenues as a percentage of total operating revenue.

What is the target?

The target to be achieved by FY2027 is that Council will achieve a positive ratio.



Result:

Council expects to return to a surplus ratio in FY 2027, aligned with the target, delivering a positive ratio for 8 years of the LTFP. The average ratio over the life of the LTFP is 2.8%.

It should be noted that the surplus is required in future years for the repayment of debt.

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NET FINANCIAL LIABILITIES RATIO

What is the purpose of this ratio?

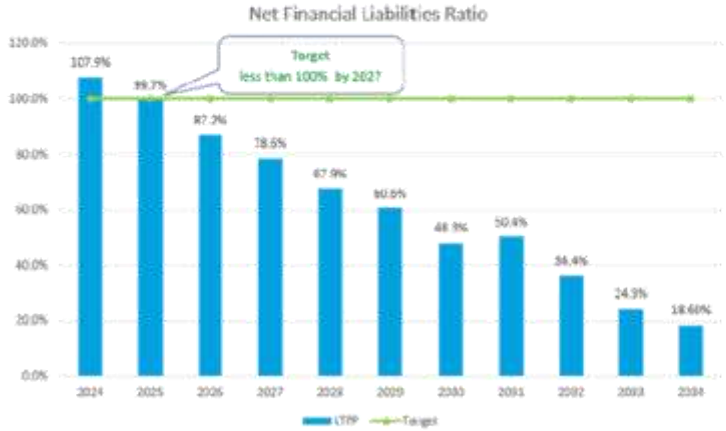
This financial indicator is useful in determining the level of indebtedness that Council has in comparison to its operating revenue.

How is this ratio calculated?

Net financial liabilities as a percentage of total operating revenue.

What is the target?

"Council will achieve a net financial liabilities ratio of less than 100% of total operating revenue by FY 2027".



Result:

Council achieves its target of less than 100% Net Financial Liabilities Ratio by FY 2025 (99.7%), with a ratio of below the target for 10 out of the 10 years, an average ratio of 55.2% over the forward 10 years and a peak ratio of 99.7% in FY 2025.

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ASSET RENEWAL FUNDING RATIO

What is the purpose of this ratio?

This financial indicator is useful in determining if Council is maintaining all of its assets.

This is best demonstrated by comparing total Capital Renewal expenditure planned against Strategic Asset Management Plan requirements.

How is this ratio calculated?

Capital expenditure on renewal or replacement of existing assets as a percentage of asset management plan allocations.

What is the target?

"Council will maintain an asset renewal funding ratio of greater than or equal to 100% of Asset Management Plan".



Result:

Council will achieve over the period of the plan the required expenditure that is set out in the Asset Management Plan.

Renewal expenditure for the future 10 years is expected to be aligned with the Asset Management Plan i.e. a ratio of 100%.

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BORROWING TO INCOME RATIO

What is the purpose of this ratio?

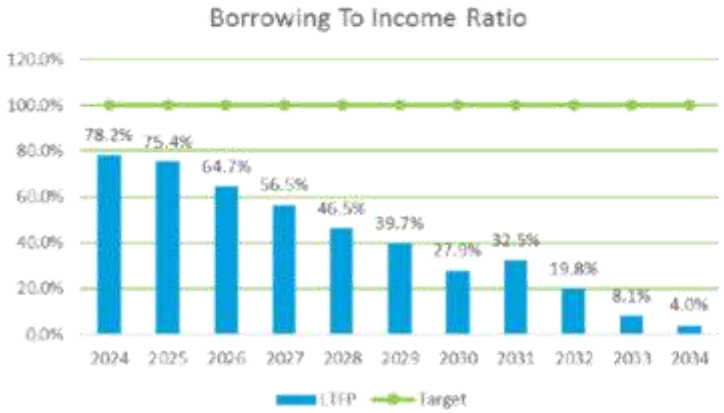
This is a way to measure Council's ability to make loan repayments comfortably without putting the organisation in financial hardship.

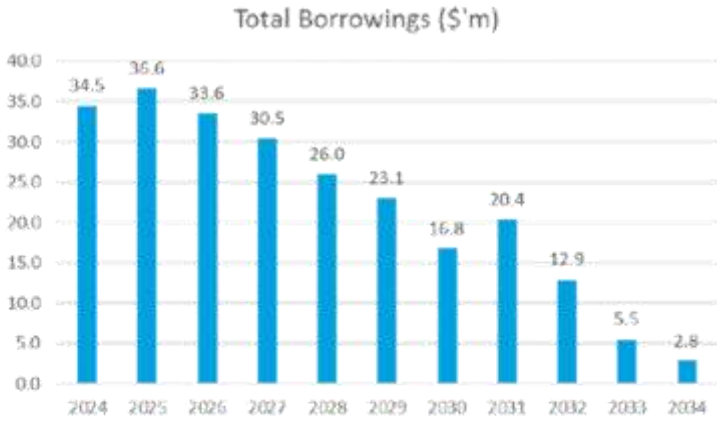
How is this ratio calculated?

Total borrowings including CAD divided by total operating revenue.

What is the target?

"Council will maintain a target of less than 100%".





Result:

As debt is repaid through rates revenue, it is important that we are mindful of how much we borrow and how quickly we can repay our debt. That is why we have a long term view of debt and have focused on Council's debt structure and significantly reducing debt from the peak of $36.6m in FY 2025 to $2.8m in FY 2034.

For all years of the LTFP the borrowing to income ratio is lower than the 100% target.

Debt structure assumptions i.e. the mix of borrowings between fixed debt and flexible debt and the term of the loans used to fund Council's activities have been considered in the context of the adopted Treasury Management Policy (T150).

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Assumptions

Key Assumptions	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
General Rates Revenue Increase (excl Growth)	10.24%	8.35%	4.50%	4.50%	4.40%	4.30%	4.30%	4.40%	4.50%	4.50%
Assessment Growth	1.00%	0.50%	0.50%	0.50%	0.50%	0.50%	0.50%	0.50%	0.50%	0.50%
Waste Service Charge Increase	43.81%	20.00%	5.00%	4.50%	4.40%	4.30%	4.30%	4.40%	4.50%	4.50%
Consumer Price Index (South Australian CPI)	2.90%	2.60%	2.50%	2.50%	2.40%	2.30%	2.30%	2.40%	2.50%	2.50%
Std Bank Variable Interest Rate (Dec 23)	8.09%	7.24%	6.84%	6.65%	6.44%	6.19%	6.08%	6.06%	6.06%	6.06%

Significant Expenditure:

Item	Operating / Capital	Assumption
DC Grant Sale Yards Contribution	Operating	$38.5k p.a. for FY 2025 and FY 2026
ESCOSA Local Government Rates Oversight Scheme	Operating	FY 2025 $40k, FY 2029 $40k, FY 2033 $40k (unindexed).
Workforce Plan	Operating	$50k in FY 2025.
Asset Condition Audits	Operating	$50k p.a. (unindexed).
SROSS Masterplans	Operating	$50k p.a. (unindexed).
CBD Activation	Operating	C$100k p.a. (unindexed).
Business Systems Review	Operating	$115k in FY 2025 and $250k in FY 2026.
Council Election costs	Operating	FY2027 $140k, and FY2031 $150k.
Infrastructure Valuations	Operating	c$230k (unindexed in FY 2027 and FY 2031)
Buildings Valuations	Operating	c$200k (unindexed in FY 2027 and FY 2031).
Strategic Work Plan Allocation	Operating	C$400k in FY 2025 and $435k from 2026 onwards (unindexed).
SROSS Implementation	Capital	Year 1 Design $500k, Year 2 Construct $4,500k (gross capital expenditure unindexed), supported by 50% grant funding (unindexed).

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Financial Statements - Uniform Presentation of Finances

2023 Actual	$'000s	2024 Draft BR3	2025 Draft ABP	2026 Draft LTFP	2027 Draft LTFP	2028 Draft LTFP	2029 Draft LTFP	2030 Draft LTFP	2031 Draft LTFP	2032 Draft LTFP	2033 Draft LTFP	2034 Draft LTFP
	Income											
24,893	Rates	26,455	30,314	33,398	35,029	36,713	38,442	40,215	42,072	44,057	46,181	48,409
731	Statutory Charges	847	896	913	931	948	966	985	1,003	1,022	1,042	1,062
6,947	User Charges	9,055	9,812	10,188	10,442	10,703	10,960	11,212	11,470	11,745	12,039	12,340
1,071	Grants, Subsidies and Contributions - Capital	1,053	388	138	63	65	66	68	69	71	73	75
6,402	Grants, Subsidies and Contributions - Operating	4,738	5,250	5,341	5,475	5,607	5,717	5,835	5,955	6,094	6,221	6,362
49	Investment Income	53	57	60	55	50	43	38	27	33	0	0
755	Reimbursements	1,351	1,192	1,195	1,225	1,256	1,286	1,316	1,346	1,378	1,413	1,448
1,263	Other Income	509	665	679	696	713	730	747	764	783	802	822
42,111	Total Income	44,060	48,574	51,913	53,916	56,055	58,211	60,415	62,707	65,183	67,770	70,516
	Expenses											
14,365	Employee Costs	15,492	16,324	17,302	18,127	18,985	19,858	20,745	21,665	22,642	23,679	24,758
17,460	Materials, Contracts & Other Expenses	19,921	20,148	20,766	21,509	21,419	21,966	22,437	23,588	23,504	24,128	24,694
10,176	Depreciation, Amortisation & Impairment	11,019	11,857	12,142	12,637	13,043	13,590	14,135	14,244	15,605	15,831	15,938
1,094	Finance Costs	1,876	1,928	1,817	1,587	1,394	1,208	987	1,073	821	485	263
43,095	Total Expenses	48,308	50,257	52,027	53,860	54,841	56,622	58,305	60,571	62,573	64,124	65,653
(984)	Operating surplus / (deficit)	(4,248)	(1,683)	(115)	57	1,214	1,588	2,110	2,136	2,610	3,646	4,863
17	Timing Adjustment for grant revenue	(36)										
(967)	Adjusted Operating Surplus (Deficit)	(4,285)	(1,683)	(115)	57	1,214	1,588	2,110	2,136	2,610	3,646	4,863
	Net outlays on existing assets											
(5,370)	Capital expenditure on renewal and replacement of existing assets	(6,395)	(8,696)	(7,893)	(8,254)	(8,326)	(8,292)	(9,048)	(10,480)	(9,144)	(8,590)	(10,003)
10,176	Depreciation, amortisation and impairment	11,019	11,857	12,142	12,637	13,043	13,590	14,135	14,244	15,605	15,831	15,938
40	Proceeds from sale of replaced assets	242	332	228	213	198	219	257	312	231	166	249
4,846	Net outlays on existing assets	4,866	3,493	4,477	4,595	4,915	5,516	5,345	4,076	6,693	7,407	6,184
	Net outlays on new and upgraded assets											
(18,216)	Capital expenditure on new and upgraded assets *(including investments property & real estate developments)*	(6,501)	(2,743)	(1,061)	(1,555)	(1,874)	(6,644)	(1,433)	(9,936)	(1,501)	(6,388)	(6,499)
5,142	Amounts received specifically for new and upgraded assets	500	250	0	0	269	2,484	282	2,599	296	2,728	311
20	Proceeds from sale of surplus assets *(including investment property and real estate developments and non-current assets held for resale)*											
(13,054)	Net outlays on new and upgraded assets	(6,002)	(2,493)	(1,061)	(1,555)	(1,605)	(4,160)	(1,150)	(7,337)	(1,205)	(3,660)	(6,188)
(9,175)	Net lending / (borrowing) for financial year	(5,421)	(683)	3,302	3,097	4,524	2,945	6,305	(1,125)	8,098	7,393	4,859

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Financial Statements - Statement of Comprehensive Income

2023 Actual		2024 Draft BR3	2025 Draft ABP	2026 Draft LTFP	2027 Draft LTFP	2028 Draft LTFP	2029 Draft LTFP	2030 Draft LTFP	2031 Draft LTFP	2032 Draft LTFP	2033 Draft LTFP	2034 Draft LTFP
	Income											
24,893	Rates	26,455	30,314	33,396	35,029	36,713	38,442	40,215	42,072	44,057	46,181	48,409
731	Statutory Charges	847	896	913	931	948	966	985	1,003	1,022	1,042	1,062
6,947	User Charges	9,055	9,812	10,188	10,442	10,703	10,960	11,212	11,470	11,745	12,039	12,340
1,071	Grants, Subsidies and Contributions - Capital	1,053	388	138	63	65	66	68	69	71	73	75
6,402	Grants, Subsidies and Contributions - Operating	4,738	5,250	5,341	5,475	5,607	5,717	5,835	5,955	6,094	6,221	6,362
49	Investment Income	53	57	60	55	50	43	38	27	33	0	0
755	Reimbursements	1,351	1,192	1,195	1,225	1,256	1,286	1,316	1,346	1,378	1,413	1,448
1,263	Other Income	509	665	679	696	713	730	747	764	783	802	822
42,111	**Total Income**	44,060	48,574	51,913	53,916	56,055	58,211	60,415	62,707	65,183	67,770	70,516
	Expenses											
14,365	Employee Costs	15,492	16,324	17,302	18,127	18,985	19,858	20,745	21,665	22,642	23,679	24,758
17,460	Materials, Contracts & Other Expenses	19,921	20,148	20,766	21,509	21,419	21,966	22,437	23,588	23,504	24,128	24,694
10,176	Depreciation, Amortisation & Impairment	11,019	11,857	12,142	12,637	13,043	13,590	14,135	14,244	15,605	15,831	15,938
1,094	Finance Costs	1,876	1,928	1,817	1,587	1,394	1,208	987	1,073	821	485	263
43,095	**Total Expenses**	48,308	50,257	52,027	53,860	54,841	56,622	58,305	60,571	62,573	64,124	65,653
(984)	**Operating Surplus / (Deficit)**	(4,248)	(1,683)	(115)	57	1,214	1,588	2,110	2,136	2,610	3,646	4,863
1,054	Physical Resources Received Free of Charge	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000
5,808	Amounts Received Specifically for New or Upgraded Assets	211	250	0	0	269	2,484	282	2,599	296	2,728	311
(364)	Asset Disposal & Fair Value Adjustments	(0)	0	0	0	0	0	0	0	0	0	0
5,514	**Net Surplus / (Deficit)**	(3,038)	(433)	885	1,057	2,483	5,072	3,392	5,735	3,906	7,374	6,174
	Other Comprehensive Income											
	Amounts which will not be reclassified subsequently to operating result											
90,897	Changes in Revaluation Surplus - I,PP&E	42,695	0	11,316	11,101	11,325	11,093	10,930	11,112	12,045	12,742	13,055
(575)	Impairment (Expense) / Recoupments Offset to Asset Revaluation Reserve	0	0	0	0	0	0	0	0	0	0	0
90,322	**Total Other Comprehensive Income**	42,695	0	11,316	11,101	11,325	11,093	10,930	11,112	12,045	12,742	13,055
95,836	**Total Comprehensive Income**	39,657	(433)	12,202	12,158	13,809	16,165	14,322	16,848	15,951	20,116	19,229

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Financial Statements - Statement of Financial Position (Balance Sheet)

2023 Actual	$'000s	2024 Draft BR3	2025 Draft ABP	2026 Draft LTFP	2027 Draft LTFP	2028 Draft LTFP	2029 Draft LTFP	2030 Draft LTFP	2031 Draft LTFP	2032 Draft LTFP	2033 Draft LTFP	2034 Draft LTFP
	ASSETS											
	Current Assets											
76	Cash & Cash Equivalents	500	507	506	502	498	497	493	497	499	494	1,662
4,155	Trade & Other Receivables	1,813	2,056	2,228	2,323	2,414	2,520	2,622	2,728	2,833	2,962	3,089
67	Inventories	69	71	73	74	76	78	80	82	84	86	88
4,298	**Total Current Assets**	2,381	2,634	2,806	2,899	2,988	3,095	3,195	3,306	3,415	3,542	4,839
	Non-Current Assets											
399,756	Infrastructure, Property, Plant & Equipment	448,270	448,700	457,784	467,026	476,493	489,894	498,092	517,399	525,434	538,337	554,190
0	Other Non-Current Assets	0	0	0	0	0	0	0	0	0	0	0
399,756	**Total Non-Current Assets**	448,270	448,700	457,784	467,026	476,493	489,894	498,092	517,399	525,434	538,337	554,190
404,054	**TOTAL ASSETS**	450,651	451,334	460,590	469,926	479,480	492,988	501,286	520,706	528,849	541,879	559,029
	LIABILITIES											
	Current Liabilities											
4,801	Trade & Other Payables	5,714	5,705	5,613	5,735	5,711	5,811	5,888	6,570	6,052	6,165	6,457
3,088	Borrowings	1,269	1,337	1,417	1,484	1,555	1,629	8,744	1,330	753	780	0
3,011	Provisions	3,086	3,176	3,258	3,340	3,423	3,505	3,586	3,669	3,757	3,851	3,947
10,900	**Total Current Liabilities**	10,070	10,218	10,288	10,559	10,689	10,945	18,218	11,569	10,562	10,796	10,404
	Non-Current Liabilities											
28,519	Borrowings	33,202	35,266	32,155	28,967	24,486	21,478	8,087	19,057	12,154	4,725	2,835
3,495	Provisions	6,582	5,486	5,582	5,677	5,774	5,869	5,963	4,213	4,316	4,425	4,629
32,014	**Total Non-Current Liabilities**	39,784	40,753	37,737	34,643	30,259	27,346	14,049	23,271	16,469	9,149	7,464
42,914	**TOTAL LIABILITIES**	49,855	50,971	48,025	45,202	40,948	38,292	32,268	34,839	27,032	19,946	17,868
361,140	**Net Assets**	400,797	400,364	412,565	424,723	438,532	454,697	469,019	485,866	501,817	521,933	541,162
	EQUITY											
87,644	Accumulated Surplus	84,606	84,173	85,058	86,115	88,598	93,670	97,062	102,798	106,704	114,078	120,252
271,174	Asset Revaluation Reserves	313,869	313,869	325,185	336,286	347,612	358,705	369,634	380,747	392,792	405,533	418,588
2,322	Other Reserves	2,322	2,322	2,322	2,322	2,322	2,322	2,322	2,322	2,322	2,322	2,322
361,140	**Total Equity**	400,797	400,364	412,565	424,723	438,532	454,697	469,019	485,866	501,817	521,933	541,162

Draft Long Term Financial Plan 2025-2034

Financial Statements - Cashflow Statement

2023 Actual		2024 Draft BR3	2025 Draft ABP	2026 Draft LTFP	2027 Draft LTFP	2028 Draft LTFP	2029 Draft LTFP	2030 Draft LTFP	2031 Draft LTFP	2032 Draft LTFP	2033 Draft LTFP	2034 Draft LTFP
	Cash Flows from Operating Activities											
	Receipts:											
24,803	Rates Receipts	26,455	30,314	33,226	34,935	36,622	38,336	40,114	41,966	43,951	46,052	48,282
731	Statutory Charges	847	896	913	931	948	966	985	1,003	1,022	1,042	1,062
6,947	User Charges	9,055	9,812	10,188	10,442	10,703	10,960	11,212	11,470	11,745	12,039	12,340
6,419	Grants, Subsidies and Contributions (operating purpose)	4,702	5,250	5,341	5,475	5,607	5,717	5,835	5,955	6,094	6,221	6,362
49	Investment Receipts	53	57	60	55	50	43	38	27	33	0	0
755	Reimbursements	1,351	1,192	1,195	1,225	1,256	1,286	1,316	1,346	1,378	1,413	1,448
50	Other Revenue	2,851	422	679	696	713	730	747	764	783	802	822
	Payments:											
(15,666)	Payments for Materials, Contracts & Other Expenses	(19,099)	(21,166)	(20,685)	(21,213)	(21,265)	(21,691)	(22,187)	(25,730)	(23,634)	(23,814)	(25,408)
(14,081)	Payments to Employees	(15,492)	(16,324)	(17,302)	(18,127)	(18,985)	(19,858)	(20,745)	(21,665)	(22,642)	(23,679)	(24,758)
(720)	Finance Payments	(1,876)	(1,928)	(1,817)	(1,587)	(1,394)	(1,208)	(987)	(1,073)	(821)	(485)	(263)
9,287	**Net Cash provided (or used in) Operating Activities**	8,845	8,526	11,798	12,832	14,255	15,281	16,326	14,064	17,710	19,590	19,887
	Cash Flows from Investing Activities											
	Receipts:											
1,071	Grants Utilised For Capital Purposes	1,053	388	138	63	65	66	68	69	71	73	75
5,142	Amounts Received Specifically for New/Upgraded Assets	500	250	0	0	269	2,484	282	2,599	296	2,728	311
40	Sale of Replaced Assets	242	332	228	213	198	219	257	312	231	166	249
20	Sale of Surplus Assets	0	0	0	0	0	0	0	0	0	0	0
	Payments:											
(5,370)	Expenditure on Renewal/Replacement of Assets	(6,395)	(8,696)	(7,893)	(8,254)	(8,326)	(8,292)	(9,048)	(10,480)	(9,144)	(8,590)	(10,003)
(18,216)	Expenditure on New/Upgraded Assets	(6,501)	(2,743)	(1,061)	(1,555)	(1,874)	(6,644)	(1,433)	(9,936)	(1,501)	(6,388)	(6,499)
(17,313)	**Net Cash provided (or used in) Investing Activities**	(11,102)	(10,469)	(8,587)	(9,534)	(9,669)	(12,167)	(9,873)	(17,436)	(10,047)	(12,012)	(15,867)
	Cash Flows from Financing Activities											
	Receipts:											
10,000	Proceeds from Loans	5,791	3,402	0	0	0	0	0	12,301	0	0	0
22	Proceeds from Bonds and Deposits											
	Payments:											
	Payments:											
(1,905)	Repayments of Loans	(2,930)	(1,269)	(3,032)	(3,121)	(4,410)	(2,934)	(6,275)	(8,744)	(7,480)	(7,402)	(2,670)
(265)	Repayment of Lease Liabilities	(181)	(181)	(181)	(181)	(181)	(181)	(181)	(181)	(181)	(181)	(181)
0	Repayment of Bonds and Deposits											
7,852	**Net Cash Flow provided (used in) Financing Activities**	2,680	1,951	(3,212)	(3,302)	(4,591)	(3,115)	(6,456)	3,376	(7,661)	(7,583)	(2,851)
(174)	**Net Increase/(Decrease) in Cash & Cash Equivalents**	424	8	(2)	(3)	(4)	(1)	(3)	4	2	(5)	1,168
250	**plus: Cash & Cash Equivalents - beginning of year**	76	500	507	506	502	498	497	493	497	499	494
76	**Cash & Cash Equivalents - end of the year**	500	507	506	502	498	497	493	497	499	494	1,662

Draft Long Term Financial Plan 2025-2034

Financial Statements - Statement of Equity

2023 Actual	$'000s	2024 Draft BR3	2025 Draft ABP	2026 Draft LTFP	2027 Draft LTFP	2028 Draft LTFP	2029 Draft LTFP	2030 Draft LTFP	2031 Draft LTFP	2032 Draft LTFP	2033 Draft LTFP	2034 Draft LTFP
	Accumulated Surplus											
83,080	Balance at the end of previous reporting period	87,644	84,606	84,173	85,058	86,115	88,598	93,670	97,062	102,798	106,704	114,078
5,514	Net result for the year	(3,038)	(433)	885	1,057	2,483	5,072	3,392	5,735	3,906	7,374	6,174
(950)	Transfers from other reserves/adjustments	0	0	0	0	0	0	0	0	0	0	0
87,644	**Balance at the end of the period**	**84,606**	**84,173**	**85,058**	**86,115**	**88,598**	**93,670**	**97,062**	**102,798**	**106,704**	**114,078**	**120,252**
	Asset Revaluation Reserve											
180,852	Balance at the end of previous reporting period	271,174	313,869	313,869	325,185	336,286	347,612	358,705	369,634	380,747	392,792	405,533
90,322	Gain (Loss) on Revaluation of I, PP&E	42,695	0	11,316	11,101	11,325	11,093	10,930	11,112	12,045	12,742	13,055
271,174	**Balance at the end of period**	**313,869**	**313,869**	**325,185**	**336,286**	**347,612**	**358,705**	**369,634**	**380,747**	**392,792**	**405,533**	**418,588**
	Other Reserves											
1,372	Balance at the end of previous reporting period	2,322	2,322	2,322	2,322	2,322	2,322	2,322	2,322	2,322	2,322	2,322
950	Transfers from Accumulated Surplus	0	0	0	0	0	0	0	0	0	0	0
2,322	**Balance at the end of period**	**2,322**	**2,322**	**2,322**	**2,322**	**2,322**	**2,322**	**2,322**	**2,322**	**2,322**	**2,322**	**2,322**
361,140	**Total Equity at end of reporting period**	**400,797**	**400,364**	**412,565**	**424,723**	**438,532**	**454,697**	**469,019**	**485,866**	**501,817**	**521,933**	**541,162**

Draft Long Term Financial Plan 2025-2034

Glossary

Term	Definition
Asset Renewal Funding Ratio	Indicates whether the Council is renewing or replacing existing non-financial assets at the same rate as its assets are used or 'consumed'. The ratio is calculated by measuring capital expenditure on renewal and replacement of assets relative to the level of depreciation. Where a Council has soundly based Asset Management Plan, a more meaningful asset sustainability ratio would be calculated by measuring the actual level of capital expenditure on renewal and replacement of assets (or proposed in the budget) with the optimal level identified in the plan.
Financial Assets	Financial Assets include cash, investments, loans to community groups, receivables and prepayments, but excludes equity held in Council businesses, inventories and land held for resale.
Financial Sustainability	Financial Sustainability is where planned long-term service and infrastructure levels and standards are met without unplanned and disruptive increases in rates or cuts to services.
Asset Management Plan (AMPs)	An operational plan for Council's Landfill, Building and Structures, Infrastructure (Roads), Plant and Equipment and Sundry physical assets with the objective of providing the required level of service, maintenance and renewal of such assets in the most cost effective and efficient manner.
Net Financial Liabilities Ratio (NFLR)	Is Net Financial Liabilities as a percentage of total operating revenue. The ratio allows interested parties to readily equate the outstanding level of the Council's accumulated financial obligations against the level of one-year's operating revenue. Where the ratio reduces over time, it generally indicates that the Council's capacity to meet its financial obligations is strengthening.
Annual net impact to financing activities (surplus (deficit))	Annual net impact to financing activities (surplus (deficit)) equals Operating surplus / (deficit), less net outlays on non-financial assets. The Net lending / (borrowing) result is a measure of the Council's overall (i.e. Operating and Capital) budget. Achieving a zero result on the Net lending / (borrowing) measure in any one year essentially means that the Council has met its expenditure (both operating and capital) from the current year's revenues.
Non-financial or physical asset	Non-financial or physical assets refers to infrastructure, land, buildings, plant, equipment, furniture and fittings, library books and inventories.
Operating deficit	Where operating revenues are less than operating expenses (i.e. operating revenue is therefore not sufficient to cover all operating expenses).
Operating expenses	Operating expenses are operating expenses shown in the Income Statement, including depreciation, but excluding losses on disposal or revaluation of non-financial assets.

Draft Long Term Financial Plan 2025-2034

Operating revenues	Operating revenues are incomes shown in the Income Statement but exclude profit on disposal of non–financial assets and amounts received specifically for new/upgraded assets (e.g. from a developer).
Operating surplus	Operating surplus is where operating revenues are greater than operating expenses (i.e. operating revenue is therefore sufficient to cover all operating expenses).
Operating Surplus Ratio (OSR)	Operating Surplus Ratio expresses the operating surplus (deficit) as a percentage of operating revenue.

16.4 DRAFT ASSET MANAGEMENT PLANS (AMPS) 2025-2034 – REPORT NO. AR24/37154

Committee:	**Audit and Risk Committee**
Meeting Date:	**3 June 2024**
Report No.:	**AR24/37154**
CM9 Reference:	**AF11/863**
Author:	**Barbara Cernovskis, General Manager City Infrastructure**
Authoriser:	**Jane Fetherstonhaugh, General Manager Corporate and Regulatory Services**
Summary:	**This report is to review the Draft Asset Management Plan (AMPs) which form the basis for the Long-Term Financial Plan and the Annual Business Plan and Budget process.**
Strategic Plan Reference:	**Goal 1: Our People** **Goal 2: Our Location** **Goal 3: Our Diverse Economy** **Goal 4: Our Climate, Natural Resources, Arts, Culture and Heritage** **Goal 5: Our Commitment**

REPORT RECOMMENDATION

1. That Audit and Risk Committee Report No. AR24/37154 titled 'Draft Asset Management Plans (AMPs) 2025-2034' as presented on 03 June 2024 be noted.
2. That the Audit and Risk Committee feedback on Council's Draft Asset Management Plans (AMPs) 2025-2034 and/or the associated processes and risks, as follows:
   - XXXXX
   - XXXXX
   - XXXXX

be incorporated with the public consultation feedback to be presented to the Special Council meeting on 18 June 2024, for consideration of the adoption of the Draft Asset Management Plans (AMPs) 2025-2034.

TYPE OF REPORT

Corporate

BACKGROUND

Local Government Act 1999

The requirement for Councils Asset Management Plans (AMPs) relate to the overall Strategic Management Plans of Council, as per Chapter 8 Part 1, Section 122 of the Local Government Act 1999:

*"(1) A council must develop and adopt plans (which may take various forms) for the management of its area, to be called collectively the **strategic management plans**, which*

(a) identify the council's objectives for the area over a period of at least 4 years (the relevant period)

(1a) A council must, in conjunction with the plans required under subsection (1), develop and adopt

(a) a long-term financial plan for a period of at least 10 years

(b) an infrastructure and asset management plan, relating to the management and development of infrastructure and major assets by the council for a period of at least 10 years, (and these plans will also be taken to form part of the council's strategic management plans).

(1b) The financial projections in a long-term financial plan adopted by a council must be consistent with those in the infrastructure and asset management plan adopted by the council."

Audit and Risk Committee

As part of the Terms of Reference, it is a requirement for the Audit and Risk Committee to review the Draft Asset Management Plans.

"12.6 Review of Strategic Management and Business Plans:

The Committee shall review and provide advice on Council's strategic management plans (at the time of their preparation and scheduled review), which include the following:

- *Strategic Plan;*
- *Key principles and assumptions of the Long Term Financial Plan;*
- *Various Asset Management Plans; and*
- *Annual Business Plan."*

Additionally, at the November 2021 Council Meeting the proposal to review the Long Term Financial Plan (LTFP) and Asset Management Plans (AMP) at the same time as constructing the Annual Business Plan and Budget was presented and endorsed. This approach ensures that these key documents remain aligned.

PROPOSAL

The Strategic Work Plan guides the delivery of Council's priorities over the next three years and has been updated for 2024/2025 onwards through engagement with Council staff, Council's Executive Team and Elected Members.

As a result there are three fundamental projects that have been identified as critical to the successful delivery of this strategic work; they are referred to as the "Unlocking Projects"

Figure 1. Unlocking Projects



Asset Management Planning is one of the three “unlocking” strategic priorities designed to optimise Council’s Asset Management practices and the Asset Investment Strategy.

Integral to the Asset Management Planning priority is the second “unlocking” strategic priority, Business Systems and Infrastructure. This priority project is designed to optimise Councils data management, asset management, improve process and equip the organisation to adequately support an efficient and mobilised workforce.

Asset Management Planning as a strategic priority project for Council means that each asset class is being systematically reviewed and deliberate steps have been taken to ensure strategic alignment with Council and community priorities. This is a dynamic process that will evolve our Asset Management and Asset Accounting practice and process with a view to achieve best practice over the coming three years.

This year Council has reviewed and updated asset management plans for the following classes:

- Infrastructure
  - Footpaths and Shared Paths
  - Kerb and Gutter
  - Roads
  - Traffic Signals
  - Stormwater
  - Carparks
  - Retaining Walls
- Buildings and Structures
- Plant and Equipment

This work has been informed by extensive condition audits and subsequent valuations that have been undertaken in the 2022/2023 and 2023/2024 financial year.

Caroline Landfill - Due to growth, cost increases and a tightly regulated environment Waste Management master planning for Councils’ Waste service, from kerbside to landfill, has commenced. Financial modelling is key to support the management and future planning of the site. In the interim, the forward capital works program has been updated.

Due to availability of specialist consultants, there have been some initial delays experienced with the master plan however, it is now well underway and this work will inform the next iteration of the Asset Management Plan for this class in 2025/2026.

IT and Sundry - The Business Systems and Infrastructure strategic priority project is progressing and will significantly reshape this asset class. In the interim, the forward capital works program has been updated.

The work that is progressing at the time of writing this summary will inform the next iteration of Asset Management Plan for this class in 2025/2026.

The consolidated AMP budget based on the capital forward works program included in the attached summary:

Including SROSS New											
Asset Management Plan - 2025-2034											
$'000s		2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
Infrastructure	Renewal	3,624	3,565	3,869	3,897	3,470	3,587	4,098	3,565	3,569	3,707
	Upgrade/new	411	374	374	374	374	374	374	374	374	374
Buildings	Renewal	1,197	1,627	1,627	1,627	1,627	1,627	1,627	1,627	1,627	1,627
	Upgrade/new	1,588	155	155	655	4,655	655	4,655	655	4,655	655
Plant	Renewal	3,613	2,279	2,128	1,976	2,191	2,573	3,122	2,314	1,664	2,490
	Upgrade/new	456	305	750	510	790	40	40	40	40	1,040
Caroline	Upgrade/new	0	0	0	0	0	0	3,333	0	0	2,960
IT	Renewal	23	75	75	75	75	75	75	75	75	75
	Upgrade/new	140	100	100	100	100	100	100	100	100	100
Sundry	Renewal	240	150	150	150	150	150	150	150	150	150
	Upgrade/new	146	100	100	100	100	100	100	100	100	100
TOTAL	Renewal	8,696	7,696	7,849	7,724	7,513	8,012	9,072	7,730	7,085	8,049
	Upgrade/new	2,742	1,034	1,479	1,739	6,019	1,269	8,602	1,269	5,269	5,229
	TOTAL	**11,438**	**8,730**	**9,328**	**9,463**	**13,532**	**9,281**	**17,674**	**8,999**	**12,354**	**13,278**

The individual AMPs (excluding Caroline Landfill and IT, Sundry), as well as the Asset Management Summary have been attached to this report.

LEGAL IMPLICATIONS

The preparation of asset management plans is a statutory requirement of the Local Government Act.

Requirements for the AMPs relate to the overall Strategic Management Plans of Council, as per Chapter 8, Part 1, Section 122 of the *Local Government Act 1999.*

The AMPs will become a primary document that will be reviewed by ESCOSA on a four year rotating schedule as part of a range of strategic planning documents with advice provided to the Council.

STRATEGIC PLAN

The AMPs are a statutory part of Councils Strategic Management Plans.

COUNCIL POLICY

The AMPs have been reviewed in accordance with the following Council Policies:

- Asset Management
- Asset Accounting

ECONOMIC IMPLICATIONS

The AMPs ensure adequate provision is made for the long-term, sustainable management of Councils infrastructure and assets.

ENVIRONMENTAL IMPLICATIONS

Environmental consequence is considered in accordance with Councils Strategic Plans.

SOCIAL IMPLICATIONS

Social consequence is considered in accordance with Councils Strategic Plans that include the Regional Health Plan and Reconciliation Action Plan.

CULTURAL IMPLICATIONS

Cultural consequence is considered in accordance with Councils Strategic Plans that include the Reconciliation Action Plan.

RESOURCE IMPLICATIONS

The AMPs will be implemented within Councils capacity to deliver.

VALUE FOR MONEY

The AMPs ensure adequate provision is made for the long-term, sustainable management of Councils infrastructure and assets.

RISK IMPLICATIONS

The AMPs in conjunction with the LTFP focus on sustainable management of risk, both from a service level and a financial perspective.

EQUALITIES AND DIVERSITY IMPLICATIONS

N/A

ENGAGEMENT AND COMMUNICATION STRATEGY

Community consultation timelines and approach is aligned with that defined in the Local Government Act.

Council's Policy P195 Community Consultation and Engagement Policy defines community consultation as being *"part of community engagement and means a planned process by which the Council formally invites its constituents and stakeholders to comment about matters upon which Elected members are to deliberate"*.

The draft AMPs will be open for community consultation from 23 May 2024 to 13 June 2024. This will be concurrent with draft Long Term Financial Plan and Annual Business Plan and Budget.

Copies will be available at:

- The Mount Gambier Library
- The Customer Service counter
- Have Your Say website

A Special Council Meeting will be held on Tuesday 18 June 2024 at 5:00pm to hear feedback from the community.



IMPLEMENTATION STRATEGY

AMPs will be delivered in accordance with the Objectives and KPI's outlined in the 2024/25 Annual Business Plan and Budget.

CONCLUSION AND RECOMMENDATION

Council's Asset Management Plans influence the allocation of resources for Council to provide services and infrastructure in a sustainable manner to the community. The Draft Asset Management Plans 2025-2034 were endorsed at the 21 May 2024 Council Meeting for community consultation.

The Audit and Risk Committee are invited to make any recommendations to Council to be included in public consultation feedback on Council's Draft Asset Management Plan 2025-2034 and/or the associated processes and risks.

ATTACHMENTS

1. DRAFT City of Mount Gambier Asset Management Summary 2025-2034
2. DRAFT City of Mount Gambier Infrastructure Asset Management Plan 2025-2034
3. DRAFT City of Mount Gambier Building and Structures Asset Management Plan 2025-2034
4. DRAFT City of Mount Gambier Plant and Equipment Asset Management Plan 2025-2034

City of Mount Gambier

Asset Management Summary

2025-2034

May 2024

Document Control	

Document ID: AR24/33734 City of Mount Gambier Infrastructure Asset Management Plan - Summary					
Rev No	Date	Revision Details	Author	Reviewer	Approver
1	March 2019	Creation of separate Asset Management Plan Summary	KR	NS	NS
2	February 2021	Updated in preparation for FY2022 budget process	CM	JZ	
3	May 2022	Updated in preparation for FY2023 budget process	MM	JS	BC
4	May 2024	Updated in preparation for FY2025 budget process	AM/BC	JS	BC

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1. Summary

The City of Mount Gambier currently manages approximately $400 million of assets on behalf of the community. Council recognises the importance that these assets be provided and maintained at a satisfactory level taking into consideration legislative and compliance obligations, community expectations and available resources.

Assets are categorised into asset classes. Each class contains complex data, including information about an asset's age, location, use, type, estimated useful life and residual values. Table 1 provides a summary of Council's asset categories as at 30 June 2023.

Table 1a: Infrastructure, Property, Plant and Equipment Summary, as at 30 June 2023

Asset Class	Fair Value ('000)	Annual Depreciation ('000)	Acc. Depreciation ('000)	Replacement Cost. ('000)
Building/Structures	**$114,079**	**$3,524**	**$55,438**	**$169,517**
Buildings	$93,693	$2,782	$43,469	$137,162
Structures	$20,386	$742	$11,969	$32,355
Infrastructure	**$205,676**	**$3,639**	**$61,542**	**$267,218**
Carpark	$7,235	$256	$3,378	$10,613
Footpaths	$19,050	$407	$6,335	$25,385
Kerb & Channel	$55,230	$831	$15,038	$70,268
Pavement	$43,332	$784	$12,504	$55,836
Retaining Walls	$367	$6	$12	$379
Safety Barriers	$30	$1	$3	$33
Seals	$18,660	$1,143	$5,437	$24,097
Lighting	$1,549	$24	$24	$1,573
Sub Pavement	$50,679	$8	$13,940	$64,619
Traffic Lights	$2,286	$54	$2,276	$4,562
Stormwater	$7,258	$125	$2,595	$9,853
Land	**$62,766**	**$0**	**$0**	**$62,766**
Land	$62,766	$0	$0	$62,766
Plant & Equipment	**$6,185**	**$692**	**$3,966**	**$10,151**
Graders	$70	$0	$180	$250
Loaders	$892	$101	$583	$1,475
Minor Plant	$162	$34	$208	$370
Rollers	$267	$11	$106	$373
Staff Vehicles	$393	$42	$182	$575
Sundry Equipment	$602	$33	$33	$635
Sundry Plant	$824	$146	$782	$1,606
Tractors	$174	$12	$114	$288
Trucks	$2,801	$313	$1,778	$4,579
Sundry	**$8,022**	**$257**	**$2,041**	**$10,063**
Art & Historical Collections				
Art Collection	$4,356	$0	$0	$4,356
Historical Materials	$300	$0	$0	$300
Furniture & Fittings				
Electrical Equipment	$286	$11	$14	$300
Furniture	$793	$55	$789	$1,582

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Miscellaneous	$33	$2	$2	$35
Information Technology				
IT - Hardware & Equipment	$1,153	$100	$413	$1,566
Software	$123	$41	$509	$632
Land Improvements				
Landscaping	$155	$4	$35	$190
Pine Plantation	$8	$0	$0	$8
Street Trees	$476	$11	$55	$531
Other				
Christmas Decorations & Banners	$54	$9	$33	$87
Sundry Public Art	$10	$2	$9	$19
Waste Collection Assets	$275	$22	$182	$457
Waste Management (Caroline Cells)	**$390**	**$1,754**	**$9,841**	**$10,231**
Capping	$0	$792	$3,848	$3,848
Construction	$0	$957	$5,433	$5,433
Make Good/Restoration	$390	$5	$560	$950
Grand Total	**$397,118**	**$9,866**	**$132,828**	**$529,946**

NB - This table excludes work in progress and right of use assets.

Table 1b: Infrastructure and Property Summary, revaluations as at 1 July 2023

Asset Class	Fair Value ('000)	Annual Depreciation ('000)	Acc. Depreciation ('000)	Replacement Cost. ('000)
Building/Structures	**$130,562**	**$4,506**	**$60,332**	**$190,894**
Buildings	$110,811	$3,691	$48,579	$159,390
Structures	$19,751	$815	$11,753	$31,504
Other Infrastructure	**$37,503**	**$617**	**$14,346**	**$51,849**
Carpark	$7,300	$237	$3,301	$10,601
Retaining Walls	$4,299	$64	$1,355	$5,654
Stormwater	$25,904	$316	$9,690	$35,594

NB - This table excludes work in progress and right of use assets. It has been included to show the impact of revaluations as at 1 July 2023 due to the materiality of their impact from 30 June 2023.

2. Key Asset Management Projects

2.1. Strategic Asset Management Planning

Asset Management Planning is one of the three "unlocking" strategic priority projects to be undertaken by the Council to optimise its Asset Management practices and the Asset Investment Strategy. A Community asset service level satisfaction survey and the Mount Gambier 2035 strategic vision will guide Council's strategic plan and determine the optimal asset renewal criteria and asset investment within this period.

A restructure of asset classes and asset management practices are currently under review and will be dynamically updated in response to the completion of the "unlocking" strategic priority projects with integration of Asset Management and Accounting as a crucial priority over the next Three (3) years.

2.2. Business Systems and Infrastructure

Business Systems and Infrastructure is the second of three "unlocking" strategic priority projects to be undertaken by the Council to optimise its data management, asset management, improve process and equip the organisation to adequately support an efficient and mobilized workforce.

Equipping staff in the field with appropriate technology / devices will allow identification and reporting of any asset-related issues in real time which will streamline maintenance schedules and procedures. It will also assist with more accurate costings, further strengthening the ability to allocate, track and forecast Council's resources.

A strategic review of current systems has commenced to assess their capability to deal with data management has commenced. This project is critical for the successful integration of Asset Management and Accounting and for organisational monitoring and reporting.

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3. Caroline Landfill

Caroline Landfill is a critical piece of infrastructure for the region, being the only engineered landfill in South Australia located south of Murray Bridge.

The ongoing challenges with current market conditions and design requirements to meet EPA compliance for construction of fully engineered landfill cells has had a significant impact on the cost of construction. Construction of Cell 4 is well progressed, however leachate management continues to present a recurring risk for Council.

Due to growth, cost increases and a tightly regulated environment, Waste Management master planning for Councils' Waste service, from kerbside to landfill, has commenced. Financial modelling is key to support the management and future planning of the site.

Financial modelling related to Caroline Landfill is being undertaken by a specialist consultant. This work involves looking at all costs associated with running the facility - including operations, constructing cells, capping cells, and post closure provisions. This work will be used to adjust the landfill gate fee, to ensure financial sustainability of the facility, and ensure Council has adequate resources to fulfill its post closure obligations. In the interim, the forward capital works program has been updated.
Due to availability of specialist consultants, there have been some initial delays experienced with the master plan however, it is now well underway and this work will inform the next iteration of the Asset Management Plan for this class in 2025/2026.

4. IT and Sundry

The Asset Management Planning and Business Systems and Infrastructure strategic priority projects are progressing and it is anticipated that this work will significantly reshape this asset class. In the interim, the forward capital works program has been updated.

The work that is progressing at the time of writing this summary will inform the next iteration of Asset Management Plan for this class in 2025/2026.

5. New Projects

The Asset Management Plans include a provision for new/upgrade projects over the next 10 years. This creates the capacity for future investment. Individual projects will be incorporated in each annual budget following a ranking process undertaken to ensure that Council invests in priorities that will deliver public value to the community.

6. Asset Management Plans

This year Council has reviewed and updated asset management plans for the following classes:

- Infrastructure
  - Footpaths and Shared Paths
  - Kerb and Gutter
  - Roads
  - Traffic Signals
  - Stormwater
  - Carparks
  - Retaining Walls
- Buildings and Structures
- Plant and Equipment

Asset Management Planning as a strategic priority project for Council means that each asset class is being systematically reviewed and deliberate steps have been taken to ensure strategic alignment with Council and community priorities. This is a dynamic process that will evolve our Asset Management and Asset Accounting practice and processes with a view to achieve best practice over the coming three years.

Refer to Appendix 1 for the consolidated Asset Management Plan budget based on the Forward Capital Works Program.

7. Asset Management Practices

7.1. Accounting / Financial Systems

- Local Government authorities in South Australia are established under the provisions of the Local Government Act, 1999.
- Financial and Accounting practices and procedures are required to be in accordance with the Local Government Act 1999, Local Government (Financial Management) Regulations and the Australian Accounting Standards.
- Council's Asset Accounting Policy (as amended in September 2023) ensures that all Council owned assets are valued and depreciated in accordance with relevant Australian Accounting Standards ("the Standards") pursuant to Local Government Act 1999 under section 303(4).organisation.
- Council's audit regime includes the required annual statutory audit required by legislation and also a periodic 'procedural' audit. This process is also completed on an annual basis.
- Council's accounting and financial systems utilise the Civica local government enterprise software solution entitled 'Authority'.
- The Authority software solution enables integration of all Council operations including the Finance and Asset Management functions.

7.2. Asset Management Systems

Council uses Civica Authority as its accounting and financial system. This system integrates with Council's asset management system, another module of the Civica Authority suite.

The link between asset management and the financial system includes:

- The assumed works programs and trends
- The resulting budget, valuation and depreciation projections
- Useful life analysis (including renewal projections)
- Inputs to Council's LTFP and ABP&B

7.3. Information Flow Requirements and Processes

The key information that flows into the AM Plans are:

- The asset register data on size, age, value, remaining life of the network
- The unit rates for categories of work/material
- The adopted service levels
- Projections of various factors affecting future demand for services
- Correlations between maintenance and renewal, including decay models

- Data on new assets acquired by Council.

The key information that flows from the AM Plans are:

- The assumed Works Program and trends
- The resulting budget, valuation and depreciation projections;
- The useful life analysis
- Funding gap/excess considerations
- Improvements for AM planning.

These will impact on the LTFP, Strategic Plan 2020-2024, Annual Business Plan and Budget.

8. Plan Improvement and Monitoring

8.1. Performance Measures

The effectiveness of the Infrastructure and Asset Management Plan can be measured in the following ways:

- The degree to which the required cashflows identified in this Asset Management Summary are incorporated into Council's LTFP and Community Plan;
- The degree to which 1-10 year detailed works programs, budgets, business plans and organisational structures take into account the 'global' works program trends provided by the Asset Management Plans.

8.2. Improvement Plan

Asset Management Planning is one of the three "unlocking" strategic priority projects to be undertaken by the Council to optimise its Asset Management practices and the Asset Investment Strategy. In the three-year Asset Management Planning approach the following steps have been outlined.

Figure 1. Unlocking Projects



8.3. Monitoring and Review Procedures

This Asset Management Summary and supporting Asset Management Plans will be reviewed and updated annually in accordance with the "unlocking" Strategic Projects to reflect the improvements implemented with developing an integrated asset management and accounting process. Strategic Asset Management will be undertaken concurrent to the annual business plan and budget and Long-Term Financial Plan.

Under the Local Government Act 1999, the Plan has a life of 4 years and is due for revision and updating within 2 years of each Council election.

REFERENCES

The City of Mount Gambier Futures Paper

City of Mount Gambier Strategic Plan 2020-2024

City of Mount Gambier Annual Business Plan and Budget

DVC, 2006, 'Asset Investment Guidelines', 'Glossary', Department for Victorian Communities, Local Government Victoria, Melbourne

IPWEA, 2006, 'International Infrastructure Management Manual', Institute of Public Works Engineering Australia, Sydney, www.ipwea.org.au

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Appendix 1 - Summary Forward Capital Works Program

Including SROSS New

Asset Management Plan - 2025-2034											
$'000s		2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
Infrastructure	Renewal	3,624	3,565	3,869	3,897	3,470	3,587	4,098	3,565	3,569	3,707
	Upgrade/new	411	374	374	374	374	374	374	374	374	374
Buildings	Renewal	1,197	1,627	1,627	1,627	1,627	1,627	1,627	1,627	1,627	1,627
	Upgrade/new	1,588	155	155	655	4,655	655	4,655	655	4,655	655
Plant	Renewal	3,613	2,279	2,128	1,976	2,191	2,573	3,122	2,314	1,664	2,490
	Upgrade/new	456	305	750	510	790	40	40	40	40	1,040
Caroline	Upgrade/new	0	0	0	0	0	0	3,333	0	0	2,960
IT	Renewal	23	75	75	75	75	75	75	75	75	75
	Upgrade/new	140	100	100	100	100	100	100	100	100	100
Sundry	Renewal	240	150	150	150	150	150	150	150	150	150
	Upgrade/new	146	100	100	100	100	100	100	100	100	100
TOTAL	Renewal	8,696	7,696	7,849	7,724	7,513	8,012	9,072	7,730	7,085	8,049
	Upgrade/new	2,742	1,034	1,479	1,739	6,019	1,269	8,602	1,269	5,269	5,229
	TOTAL	11,438	8,730	9,328	9,463	13,532	9,281	17,674	8,999	12,354	13,278

NB - The Caroline Asset Management Plan has not been updated at this stage.

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City of Mount Gambier

Infrastructure Asset Management Plan

2025-2034

May 2024

Document Control	Asset Management Plan				
Document ID : NAMSPLUS Concise Asset Management Plan Template_V2_170508					
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1	29/11/2023	Draft Plan for Adoption	AM	KM/JS	BC

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1 EXECUTIVE SUMMARY

The Purpose of the Plan

The Infrastructure Asset Management Plan (IAMP) for the City of Mount Gambier is focused on strategically managing transport-related assets in alignment with community service expectations and the Council's strategic objectives. It encompasses a restructure of asset classes and allocation, highlighting the integration of Asset Management and Accounting as a crucial strategic priority over the next Three (3) years. The plan places emphasis on enhancing accessibility, informed by comprehensive CBD Area audit and Shared Path Masterplan, to improve community mobility. Future investments in the transport infrastructure are carefully planned, with an emphasis on prioritizing projects that provide significant community value and align with strategic goals. While detailing specific transport assets, the plan also embraces broader principles of asset management, including lifecycle management, financial planning, and service level optimization. This ensures a holistic approach to infrastructure management, aiming to meet current needs while being adaptable to future demands and challenges.

What does the plan Cover?

This plan covers the infrastructure assets comprises of:-

- Footpaths and Shared Paths
- Kerb & Gutter
- Roads
- Traffic Signals
- Stormwater
- Carparks
- Retaining Walls

What doesn't the plan Cover?

- Declared State Roads and Drainage System (Assets managed by DPTI).
- Roads and road reserves that are unmade.
- Traffic control devices such as roundabouts and road signs.
- Road Safety Barriers (i.e. Guard rails)
- Land under roads.

What does it Cost?

The cost of maintaining Infrastructure Assets is assessed using two principal indicators: the life cycle cost, which represents the average cost over the asset's lifespan, and the total expenditure for maintenance and capital

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renewal required to maintain existing service levels for the next decade, as detailed in the Council's long-term financial plan.

Total Expenditure for Next 10 Years:

The total cost for operations, maintenance, and capital renewal to sustain the Infrastructure Assets at the current service levels for the upcoming decade is estimated at $36,948,673. This translates to an average annual cost of $3,694,867.

Planned Lifecycle Expenditure:

- **Year 1 to Year 3:** Asset Management Plan will be one of the three "unlocking" strategic priority projects to be undertaken by the Council to optimise its Asset Management practices and the Asset Investment Strategy. Community asset service level satisfaction survey and Council's 2035 vision strategic plan will guide determination of optimised Asset renewal criteria and asset investment within this period. Other Key deliverables include within this timeframe are:
    i. The expenditure for the first three years is determined based on prioritizing infrastructure renewal works according to their critical conditions.
    ii. Road Asset Condition rating will be continued to be adjusted through more comprehensive condition audit based on IPWEA standard Practice notes instructions.
    iii. Plan and schedule capital project delivery as a two-year cycle where Year 1 allocation will be for Design and Planning works where Year 2 will be allocated for construction and delivery.
- **Year 4 to Year 10:** Once the Key deliverables are achieved, the infrastructure forward works will be adjusted to include projects that are aligned with Council's strategic plans.

Review of Asset Management Practices:

Notably, Asset Management Practices are currently under review and will be dynamically updated in response to the completion of the strategic priority projects set for a 3-year term.

Adopted Principles for Cost estimation:

- **Cost Allocation Strategy:** The varied expenditure approach between the first period and the second period of the decade indicates a strategic method in asset management, initially focusing on assets needing urgent attention or repair.
- **Responsive Asset Management:** The ongoing review and updating of Asset Management Practices signify a proactive and adaptable approach to handling Infrastructure Assets, crucial for addressing changes in asset conditions, technological advancements, and strategic shifts.
- **Strategic Planning's Impact:** The influence of the 3-year strategic priority projects on asset management and financial planning emphasizes the importance of aligning short-term operational decisions with the long-term goal of financial sustainability.

What we will do

Council plans to provide infrastructure services for the operation, maintenance, renewal, and upgrade of all assets as outlined in **Section 1.2 asset** classes to meet service levels set by Council within annual budget.

Managing the Risks

There are risks associated with providing the service and not being able to complete all identified activities and projects. We have identified major risks as:

- **Resource Limitations**: The challenge of insufficient resources, including funding and staffing, necessary for asset replacement or renewal in line with our forecasts and maintenance standards.
- **Inaccurate Asset Data**: The risk of working with incomplete or incorrect asset data, which could lead to poor decision-making and insufficient funding for maintenance and renewals.

To mitigate these risks effectively, our strategies are intertwined with the broader strategic goals of the City of Mount Gambier:

- **Regular Condition Audits and Site Inspections**: Essential for ensuring that infrastructure is rebuilt to industry standards for a longer useful life. This approach aligns with our goal of maintaining critical infrastructure to support public safety and basic service levels.
- **Data Rationalization and Process Improvement**: By enhancing data accuracy, we support the goal of achieving maturity in asset management practices. This involves the adoption of advanced technologies, like GIS mapping, data modelling etc. to improve decision-making and align with our goals of environmental sustainability and community development.
- **Staff Training and Education**: A key strategy to build workforce capacity and skills, particularly in dynamic reporting and new technologies. This supports our objective of enhancing the Council's capacity to deliver diverse projects and services, catering to evolving community needs and expectations.
- **Funding Requests and Maintenance Monitoring**: Aligning closely with the strategic plan, this involves advocating for necessary renewals and upgrades. It also includes monitoring maintenance trends to stimulate economic growth and ensure efficient allocation of resources.
- **Community Engagement and Feedback Mechanisms**: To address the criticality of community demand-driven renewals and upgrades, engaging with the community for feedback and adapting to demographic shifts and service expectations is crucial.
- **Strengthening Internal Governance**: Improving decision-making processes and transparency in how infrastructure projects are planned and implemented. This strengthens accountability and aligns with our commitment to efficient and responsible infrastructure management.
- **Proactive Renewal and Replacement Planning**: Prioritizing assets for renewal or replacement based on their criticality and impact on community development and public safety.

By integrating these mitigation strategies with our broader strategic goals, we aim to not only effectively manage the identified risks but also ensure that our approach to infrastructure asset management is comprehensive, sustainable, and aligned with the City of Mount Gambier's objectives for community wellbeing, environmental sustainability, and economic growth.

Monitoring and Improvement Program

To enhance infrastructure asset management, Council's focus is on several key improvement plans, each structured to address specific areas:

- **Development of a Single Corporate Asset Register:** This centralized database will consolidate all asset information, streamlining management and tracking across various asset categories.
- **Defining Levels of Service:** By establishing clear and standardized service levels for each asset category, this plan aims to set consistent performance metrics and expectations, ensuring uniformity in service delivery.
- **Standard Categorization of Assets for Improved Reporting:** This involves organizing assets into defined categories for better clarity in reporting. Such standardization will facilitate more precise data analysis and decision-making, enhancing overall transparency in asset management.

These structured initiatives are designed to significantly improve the efficiency and effectiveness of asset management process.

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2 INTRODUCTION

Background

This asset management plan communicates the actions required for the responsive management of assets (and services provided from assets), compliance with regulatory requirements, and funding needed to provide the required levels of service over a 10-year planning period.

The asset management plan is to be read with the City of Mount Gambier planning documents. This should include the Asset Management Policy and Asset Management Strategy where these have been developed along with other key planning documents:

- City of Mount Gambier Strategic Plan
- Long Term Financial Plan (LTFP)
- Annual Business Plan
- Asset Management Policy
- Asset Accounting Policy
- Land Development Policy L130
- Risk Management Framework
- Community land (reserves) lease / license / rental arrangements policy
- Disability Access and Inclusion Plan (DAIP)
- Sports recreation and Open Space Strategic (SROSS) Plan

The infrastructure assets covered by this asset management plan are shown in Table 2.1A. These assets provide the following services to the community for their benefit.

- Safe and accessible routes for pedestrians.
- Accessibility for individuals with mobility impairments.
- Recreational spaces for activities like leisure, sports, walking and cycling.
- Effective drainage control to channel stormwater disposal.
- Structural integrity and defining boundaries for roadways.
- Smooth vehicular traffic flow on roads.
- Providing a physical barrier for pedestrian safety.
- Connectivity to various community areas, including residential, commercial, and public spaces.
- Supporting local and regional economic connectivity through transportation infrastructure.

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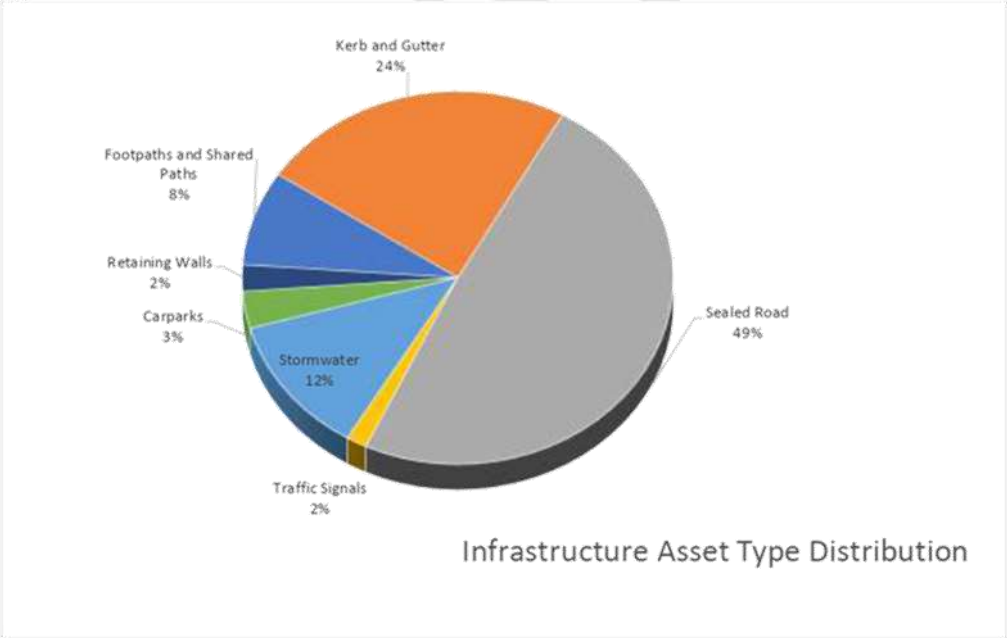
- Regulating traffic flow to reduce congestion and improve travel times.
- Enhancing road safety, especially at intersections.
- Providing safe pedestrian crossing points.
- Contributing to the overall transportation efficiency by optimizing traffic movement.

Table 2.1A: Assets covered by this Plan (Net fair Value up to date)

Asset Category	Dimension	Replacement Value
Footpaths and Shared Paths	171.2 Km	$24,278,619
Kerb and Gutter	46.3 Km	$70,054,633
Sealed Road	237.1 Km	$144,427,844
Traffic Signals	20 sites	$4,561,866
Stormwater	418 Council Owned Active Bore System	$35,594,215
Carparks	113,348 Sqm of Area	$9,463,991
Retaining Walls	6.36 km	$6,790,527
TOTAL		**$295,171,695**

These infrastructure assets have significant value estimated at **$295,171,695** as of **01 July 2023**.

Figure 1: Infrastructure Asset Distribution



A 10-year work program cost for all infrastructure subclass assets has been presented in Appendix A.

Goals and Objectives of Asset Ownership

Council's goal in managing infrastructure assets is to meet the defined level of service (as amended from time to time) in the most cost-effective manner for present and future consumers. The key elements of infrastructure asset management are:

- Providing a defined level of service and monitoring performance,
- Managing the impact of growth through demand management and infrastructure investment,
- Taking a lifecycle approach to developing cost-effective management strategies for the long-term that meet the defined level of service,
- Identifying, assessing, and appropriately controlling risks, and
- Linking to a long-term financial plan which identifies required, affordable expenditure and how it will be allocated.

Other references to the benefits, fundamentals principles and objectives of asset management are:

- International Infrastructure Management Manual 2015 [1]
- ISO 55000[2]

Core and Advanced Asset Management

This asset management plan is prepared as a 'core' asset management plan over a 10-year planning period in accordance with the International Infrastructure Management Manual[3]. Core asset management is a 'top down' approach where analysis is applied at the system or network level. An 'advanced' asset management approach uses a 'bottom up' approach for gathering detailed asset information for individual assets.

3 LEVELS OF SERVICE

Customer Research and Expectations

This 'core' asset management plan is prepared to facilitate consultation prior to adoption by the Council. Future revisions of the asset management plan will incorporate community consultation on service level satisfaction and costs of providing those services. This will assist the Council and stakeholders in matching the level of service required, service risks and consequences with the community's ability and willingness to pay for the service.

It is to be noted that Council is currently undertaking public consultation for its 2035 strategic visions and a new 4-year strategic plan is to be endorsed by November 2024.

[1] Based on IPWEA 2015 IIMM, Sec 2.1.3, p 2| 13
[2] ISO 55000 Overview, principles and terminology
[3] IPWEA, 2015, IIMM.

Strategic and Corporate Goals

This Asset Management Planning Approach has been identified as one of the Council Strategic Priority Projects for 2024-2027.

In the three years Asset Management Planning approach the following steps are identified.

Figure 2:: Scope of the Asset Management Planning Approach Priority Project



Legislative Requirements

There are many legislative requirements relating to the management of assets. These include:

Table 3.3: Legislative Requirements

Legislation	Requirement
Local Government Act 1999 (SA)	Mandates councils to responsibly plan and manage infrastructure assets, requiring the development and maintenance of asset management plans integrated with long-term financial planning.
Local Government (Financial Management) Regulations 2011	Requires councils to prepare an annual business plan and budget, detailing capital investment and asset management activities.
Australian Accounting Standards - AASB 116 (Property, Plant and Equipment), AASB 136 (Impairment of Assets), AASB 13 (Fair Value Measurement)	AASB 116 dictates the valuation and depreciation of property, plant, and equipment. AASB 136 covers impairment testing of assets, and AASB 13 outlines the principles for fair value measurement.
Public Finance and Audit Act 1987 (SA)	Establishes a framework for the financial administration, audit, and reporting for public sector entities, including requirements for asset management and financial accountability.
Auditor General's Oversight	Involves the auditing of financial reports of local governments, focusing on asset management practices and compliance with Australian Accounting Standards and legislative requirements.

Community Levels of Service

Service levels are defined service levels in two terms, Community levels of service and technical levels of service. These are supplemented by City of Mount Gambier Customer Request Management measures.

Community Levels of Service measure how the customer receives the service and whether value to the customer is provided.

Customer levels of service measures used in the asset management plan are:

Quality	How good is the service … *what is the condition or quality of the service?*
Function	Is it suitable for its intended purpose …. *Is it the right service?*
Capacity/Use	Is the service over or under used … *do we need more or less of these assets?*

The current and expected customer service levels are detailed in Tables 3.4 and 3.5. Table 3.4 shows the expected levels of service based on resource levels in the current long-term financial plan.

City of Mount Gambier Customer Request Management measures are measures of fact related to the service delivery outcome e.g. number of occasions when service is not available, condition %'s of Very Poor, Poor/Average/Good, very good.

These Organisational measures provide a balance in comparison to the customer perception that may be more subjective.

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Table 3.4: Customer Level of Service

Service Attribute	Level of Service Objective	Performance Measure Process	Desired Level of Service	Current Level of Service
Quality/ Condition	Well maintained and suitable sealed road network.	Number of customer requests relating to sealed road maintenance	< 50 CRM per annum	Currently meeting targets Year No. CRM 2019 42 2020 42 2021 56 2022 48 2023 47
	Water is not retained on Council infrastructure for more than 2 hours after a 5yr rainfall density	Number of customer requests relating to flooding	<20 CRM per annum	Currently not meeting target Year No. CRM 2019 63 2020 56 2021 41 2022 56 2023 36
	Well maintained and suitable footpath network.	Number of customer requests relating to existing footpath maintenance	< 50 per annum	Currently not meeting target Year No. CRM 2019 102 2020 95 2021 100 2022 94 2023 114 2024 9
	It is a well maintained and suitable kerb network.	Number of customers requesting relating to kerb maintenance	< 10 per annum	Currently meeting targets Year No. CRM 2019 0 2020 0 2021 0 2022 0 2023 0
	Sealed Road network condition maintained to an acceptable level.	Routine Condition Assessment	Overall road seal and pavement average condition is maintained at 3 out of 5 for pavements and surface.	Currently Meating Target Avg. Road seal and pavements condition is currently 2.0 out of 5. (ref: FyFe condition Audit Report 2023)
	Footpath and shared Path network condition maintained to an acceptable level.	Routine Condition Assessment	Overall average condition is maintained at 2.0 out of 5 for constructed footpaths.	Currently not meeting Target Avg. Footpath & Shared Path condition is currently 2.2 out of 5. (ref: FyFe condition Audit Report 2023)

	Kerb & Channel network condition maintained to an acceptable level.	Routine Condition Assessment	Overall average condition is maintained at 2 out of 5 for kerbs.	Currently meeting Target Avg. Kerb & Channel condition is currently 2.0 out of 5. (ref: FyFe condition Audit Report 2023)
Function/ Safety	Road assets meet community needs.	Community Surveys	> 75% satisfaction (being score between 5 to 10, out of 10(1=Low,10=High)	Currently not monitoring. Planned as part of the Strategic Asset Management Project
	Road line marking is well maintained.	Line marking is adequate and clearly visible	95% of all line marking is fair condition or better	Currently meeting targets. All roads are line marked on an alternate year periodic basis.
	Safe and reliable road network.	Number of settled injury and property damage claims attributable to road condition	< 2 incidents per year	Currently meeting targets Year No. of Claims 2019 1 2020 0 2021 2 2022 2 2023 0
	Safe and reliable footpath network.	Number of settled injury and property damage claims attributable to footpath condition	< 2 claims per year	Currently on Target No settled injury or property damage claims
Capacity/ Utilisation	Roads and Footpaths are available for public use all year round.	Number of road and footpaths closures due to degraded asset condition	Nil	Currently meeting target Nil Closure during 2019-2023

Technical Levels of Service

Technical Levels of Service - Supporting the customer service levels are operational or technical measures of performance. These technical measures relate to the allocation of resources to service activities to best achieve the desired customer outcomes and demonstrate effective performance.

Technical service measures are linked to the activities and annual budgets covering:

- Operations – the regular activities to provide services (e.g. opening hours, cleansing, mowing grass, energy, inspections, etc.
- Maintenance – the activities necessary to retain an asset as near as practicable to an appropriate service condition. Maintenance activities enable an asset to provide service for its planned life (e.g. road patching, unsealed road grading, building and structure repairs),

- Renewal – the activities that return the service capability of an asset up to that which it had originally (e.g. road resurfacing and pavement reconstruction, pipeline replacement and building component replacement),
- Upgrade/New – the activities to provide a higher level of service (e.g. widening a road, sealing an unsealed road, replacing a pipeline with a larger size) or a new service that did not exist previously (e.g. a new library).

Service and asset managers plan, implement and control technical service levels to influence the customer service levels.

Table 3.5 shows the technical levels of service expected to be provided under this AM Plan. The 'Desired' position in the table documents the position being recommended in this AM Plan.

Table 3.5: Technical Levels of Service

Service Attribute	Level of Service Objective	Performance Measure Process	Desired Level of Service	Current Level of Service
Operations and Maintenance *Budget*	To ensure services are provided to achieve best value for money.	Number of customer complaints.	Roads managed taking all data into account and producing programs for maintenance and renewals to be implemented at optimal times to	Not measured
	Ensure that all transport assets are well maintained.	Quantity of work carried out.	Develop a maintenance program which meets agreed service levels and community	TBD
Renewal *Budget $3,622,568 (Year 1)*	Develop and maintain a safe and sufficient transport network.	Successfully delivering annual renewal program on time and on budget.	Renew all assets when they reach a service level that the community is willing to accept and pay for.	Not measured
		Renewal capital projects completed. on time and within budget each financial year.	> 90% of the program completed and allocated funds spent.	Currently not meeting target
Upgrade/New *Budget $411,000 (Year 1)*	Invest in new pedestrian footpath and shared path infrastructure to create more accessible paths for all	Implement the priority projects identified in the Shared path Master plan and the CBD Accessibility Audit	Have all transport assets meet the capacity and safety requirements of the community.	TBD
Infrastructure Capital Works Delivery	Deliver all capital projects as per the KPIs set in the Annual Business Plan (ABP)	Overall capital projects completed on time and within budget each financial year.	> 90% of the program completed and allocated funds spent.	Currently not meeting target.

It is important to monitor the service levels provided regularly as these will change. The current performance is influences by work efficiencies and technology, and customer priorities will change over time. Review and establishment of the agreed position which achieves the best balance between service, risk and cost is essential.

Maintenance Response Levels of Service

Activity	Intervention Level	Response Times				
		Road Hierarchy	Inspection	Make Safe	Completion	Performance Target
Sealed Roads						
Pothole Maintenance	Pothole with depth of between 50mm - 100mm and area < 10m2.	Arterial	2 days	2 days	2 days	70%
		Industrial	3 days	3 days	3 days	70%
		Local	4 days	4 days	4 days	70%
	Pothole > 100mm depth.	Arterial	1 days	1 days	1 days	70%
		Industrial	2 days	2 days	2 days	70%
		Local	5 days	5 days	5 days	70%
Pavement Texture Maintenance	Longitudinal cracking < 20m.	Arterial	Monitor	Monitor	Reseal Program	70%
		Industrial	Monitor	Monitor	Reseal Program	70%
		Local	Monitor	Monitor	Reseal Program	70%
	Flushing between 5m2 and 50m2.	Arterial	Monitor	Monitor	Reseal Program	70%
		Industrial	Monitor	Monitor	Reseal Program	70%
		Local	Monitor	Monitor	Reseal Program	70%
	Stripping between 5m2 and 50m2.	Arterial	Monitor	Monitor	Reseal Program	70%
		Industrial	Monitor	Monitor	Reseal Program	70%
		Local	Monitor	Monitor	Reseal Program	70%

4 FUTURE DEMAND

Demand Drivers

Drivers affecting demand include things such as population change, regulations, changes in demographics, seasonal factors, vehicle ownership rates, consumer preferences and expectations, technological changes, economic factors, agricultural practices, environmental awareness, etc.

Demand Forecasts

The present position and projections for demand drivers that may impact future service delivery and use of assets were identified and are documented in Table 4.3.

Demand Impact on Assets

The impact of demand drivers that may affect future service delivery and use of assets are shown in Table 4.3.

Table 4.3: Demand Drivers, Projections and Impact on Services

Demand Factor	Present Position	Projection	Impact on Services
Population and Demographics *	27,749 (based on 2022 Census data) 2.3% increase in people from 2016 to 2021.	A steady increase of 0.47% per annum, with the increase expected to occur mainly in the older demographic 60+.	Increase in traffic volume, accessibility demand, increase customer requests and increased demand in service levels and their timely delivery.
Development	Multiple Developments undertaken throughout the township areas.	Expected to continue.	Increase volume of traffic within the urban areas, increased commercial services will require better parking, accessibility, smoother operation of business, customer ease to access services, demand increase for alternative transport means and public transport infrastructure.
	Increase in the development of sub-divisions and dwelling number for both City of Mount Gambier and District Council of Grant Area.	The total number of dwellings in the City of Mount Gambier increased by 453 between 2016 and 2021.	Larger footprint of physical assets to be maintained, larger volume of stormwater management, investment will be required for additional resources to maintain the current level of service. Development in DC Grant Areas means a larger volume of people commuting to and from for work/accessing service in the city area.

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Environment	Higher frequency of extreme weather events.	Unknown at this stage, but changes likely.	Increase to Plant and Equipment base to meet the additional road maintenance requirements as a result of extreme weather.
	Community awareness on environmental and sustainability issues is increasing.	Community expectation for assets to be environmentally sustainable as awareness increases.	Increased cost associated with purchasing environmentally friendly Plant and Equipment assets (ie. fuel efficiency).
	Climate Change and Sustainable Development targets are not inherently included for infrastructure options selection.	Requirements to use environmentally friendly renewable materials, incorporate design standards to achieve sustainable development targets.	Upfront cost in investment, however long-term return on value and environment.
Industry	Use of road networks by heavy vehicles has been increasing over the last 10 years.	Expected to continue to increase with industry growth.	Increase to Plant and Equipment base resulting in to meet the additional road maintenance requirements as a result of increased heavy vehicle use.

Demand Management Plan

Demand for new services will be managed through a combination of managing existing assets, upgrading of existing assets and providing new assets to meet demand and demand management. Demand management practices can include non-asset solutions, insuring against risks and managing failures.

Opportunities identified to date for demand management are shown in Table 4.4. Further opportunities will be developed in future revisions of this asset management plan.

Table 4.4: Demand Management Plan Summary

Demand Driver	Impact on Services	Demand Management Plan
Demographics	Increased demands on access to activity points using convenient travel options. Improved pedestrian safety, accessibility, urban experience, quality public structure on transport assets, i.e. street lighting, road roughness, noise barriers etc.	Actively invest in Alternative Transport Routes i.e. Shared Path, Footpath and Public Transport Infrastructures. Improvement specification for construction to comply various standards.
	Trends in post covid Internal city to Regional Migration will have expectation of higher service standards for urban services including transport options availability.	Understand the aspiration of the community through public engagements and allocation of investment to assets are made accordingly.

Development	Increased number assets gifted annually to the Council which will be requiring higher volume of maintenance and replacement budgets.	Increased development and growth will bring additional rates income for council, Policy to be adopted for engaging additional resources according to the growth to maintain the current levels of service.
Legislative Requirements	Potential for higher construction, operation and maintenance costs if legislation was to impose additional requirements.	Costs to be monitored and considered during annual budget planning process.

Asset Programs to meet Demand

The new assets required to meet demand can be acquired, donated or constructed. Additional assets are discussed in Section 5.5. The summary of the cumulative value of additional investments during the life of this AM plan is shown in Figure 1.

Figure 1: Upgrade and New Assets to meet Demand – (Cumulative)

Proposed Program	Present Position	Proposed Position	Required Cumulative Capital Spent over next 10 years	Ongoing annual additional maintenance budget required
Shared Path Master Plan	Currently Annual allocation of $374K for new footpath constructions.	Commit the existing annual budget allocation towards the priority projects identified in the Shared Master Plan	Total avg. investment to implement the Shared Path Masterplan would require a conservative estimated cost of $13.4M.	TBD
Accessibility Compliance	Currently No Allocation	Identified physical upgrades to the accessibility compliance. i.e. pram ramps.	TBD	TBD
Strategic Recreation & Open Space Strategy (SROSS)	Currently No Allocation Blue Lakes Sporting field Master Master Planning in progress for other identified Areas.	While this strategy is predominantly for recreation and open space, Physical infrastructure such as Access roads, Car Parking, Drainage improvements, Retaining Structures will be part of this infrastructure asset class.	TBD	TBD

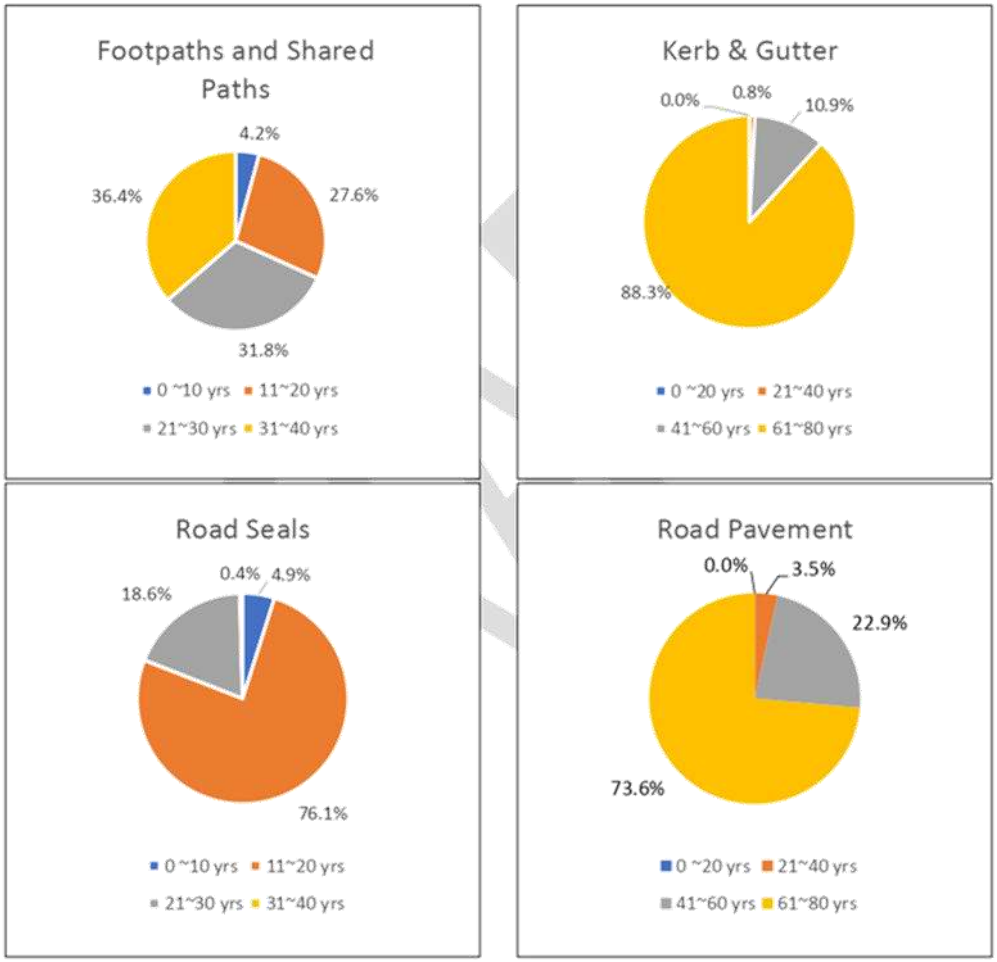
5 LIFECYCLE MANAGEMENT PLAN

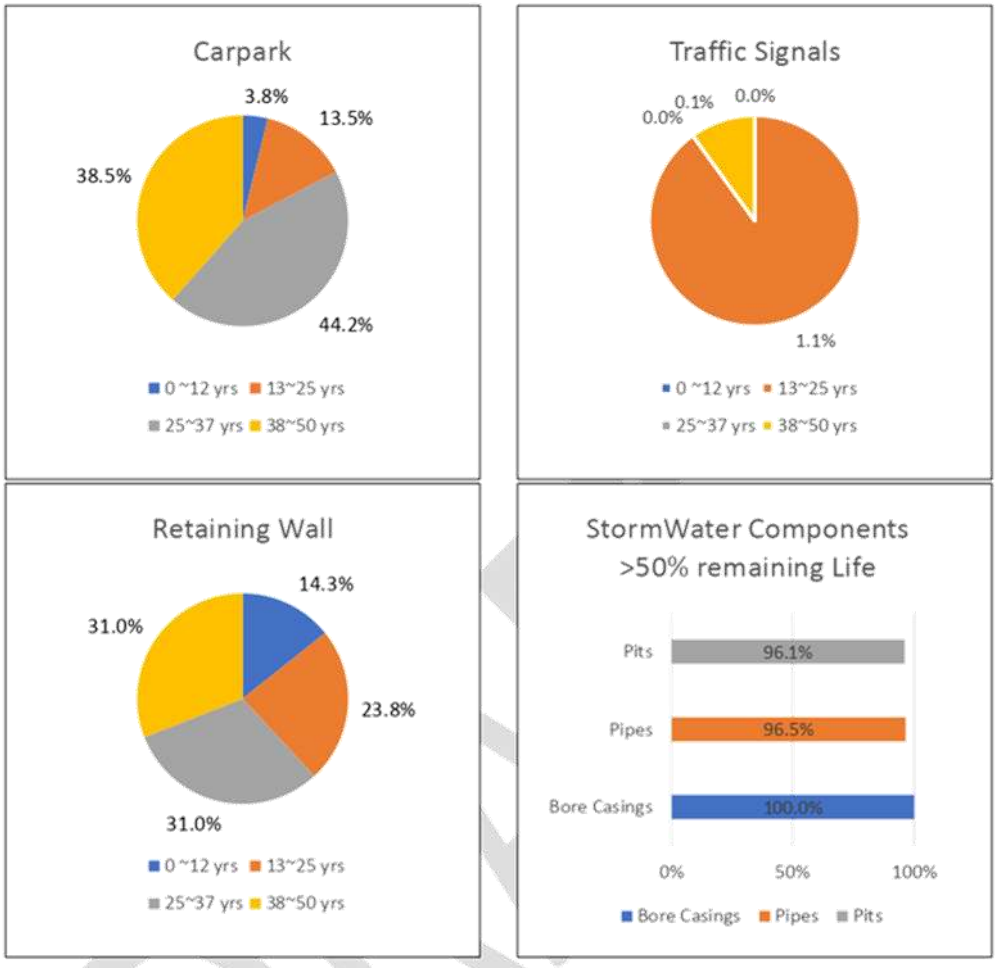
The lifecycle management plan details how the City of Mount Gambier plans to manage and operate the assets at the agreed levels of service (defined in Section 3) while managing life cycle costs.

Asset Age Profile

The age profile of Council owned assets covered by this asset management plan are shown in Figure 2.

Figure 2: Asset Age Profile (Remaining useful life)





Asset capacity and performance

Assets are generally provided to meet design standards where these are available.

Locations where deficiencies in service performance are known are detailed in Table 5.1.2.

Table 5.1.2: Known Service Performance Deficiencies

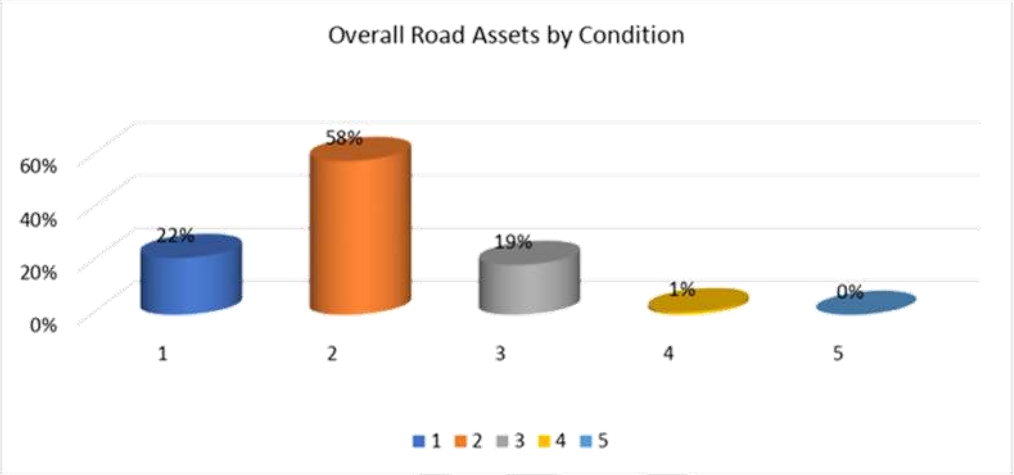
Location	Service Deficiency
Accessibility Audit Priorities	A CBD accessibility Audit report has identified non-compliance to current Australian Standard and prioritised a list of actions. These action items will be addressed by incorporating the replacement cost of non-compliant assets over a period of five years.
Stormwater Assets	Stormwater systems are unique in Mount Gambier and for the first time they have been registered component-wise and valued for replacement cost. Some old underground drainage system around the main street remains unidentified and will require further investigation for their serviceability. Works to be performed for inspecting, identifying and registering these old assets and their current conditions.
Clear Renewal Strategies based on weighted ranking criteria	Currently the assets are blanketly renewed when they triggered the condition rating to 3. However,

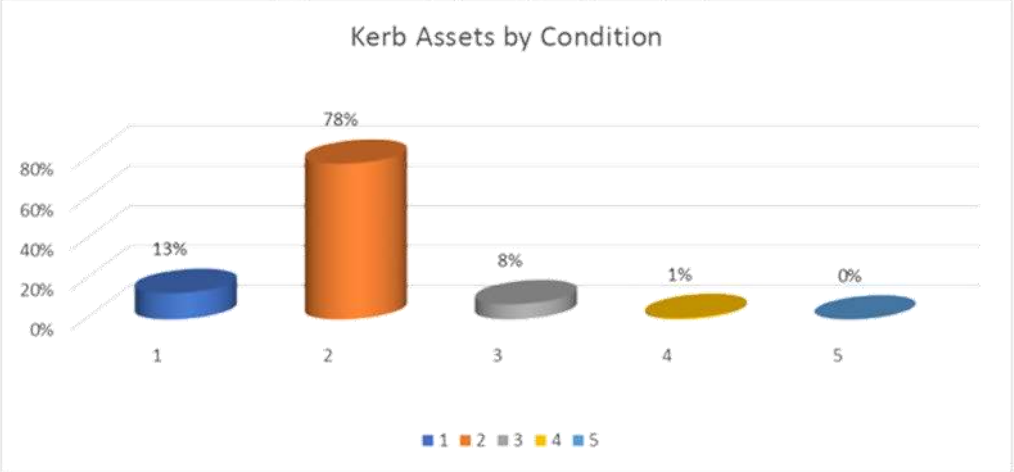
The above service deficiencies were identified from FyFe City Infrastructure Condition Audit City of Mount Gambier Customer Request Management statistics.

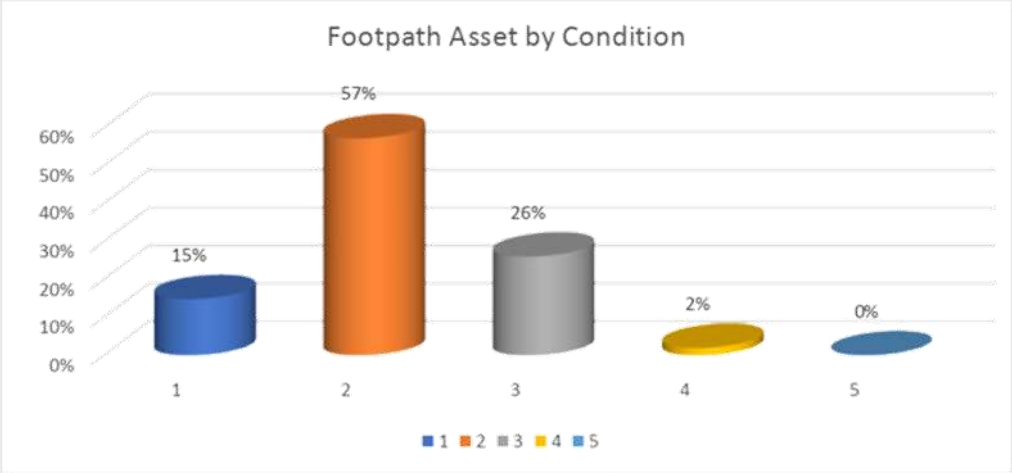
Asset condition

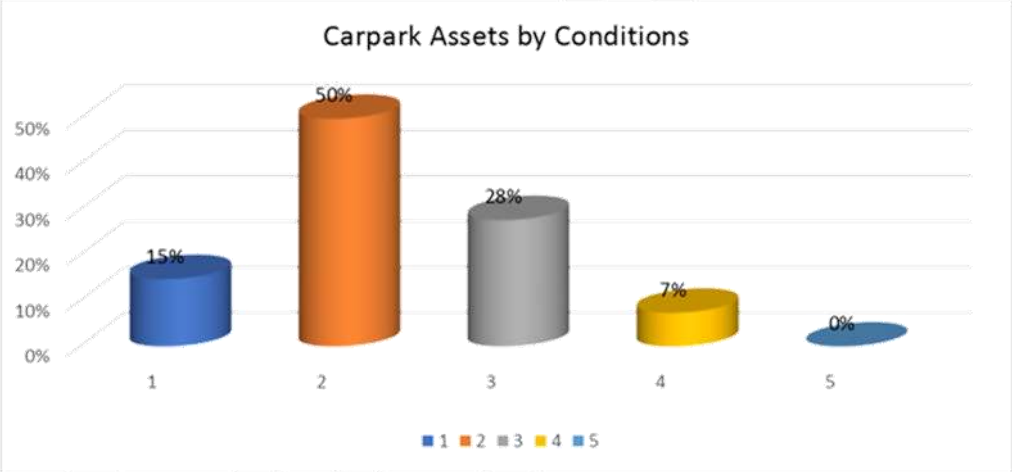
The condition profile of our assets is shown in Figure 3.

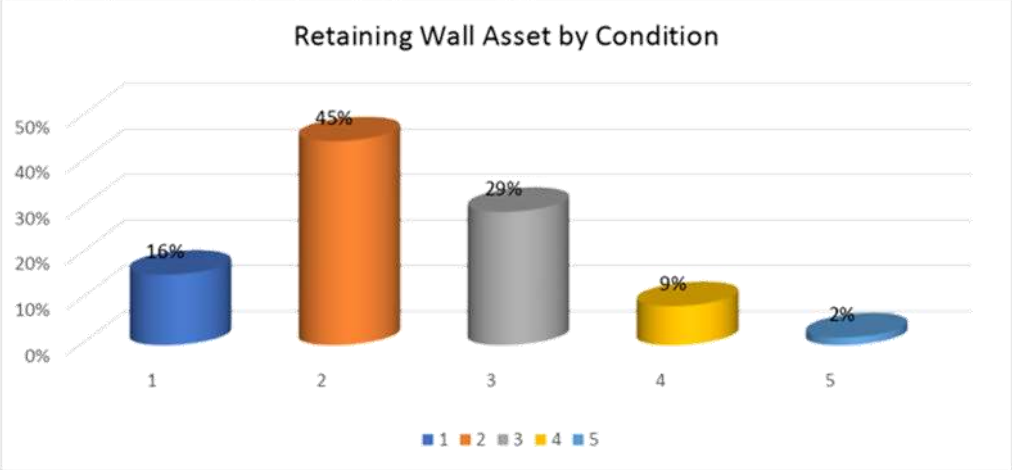
Fig 3: Asset Condition Profile

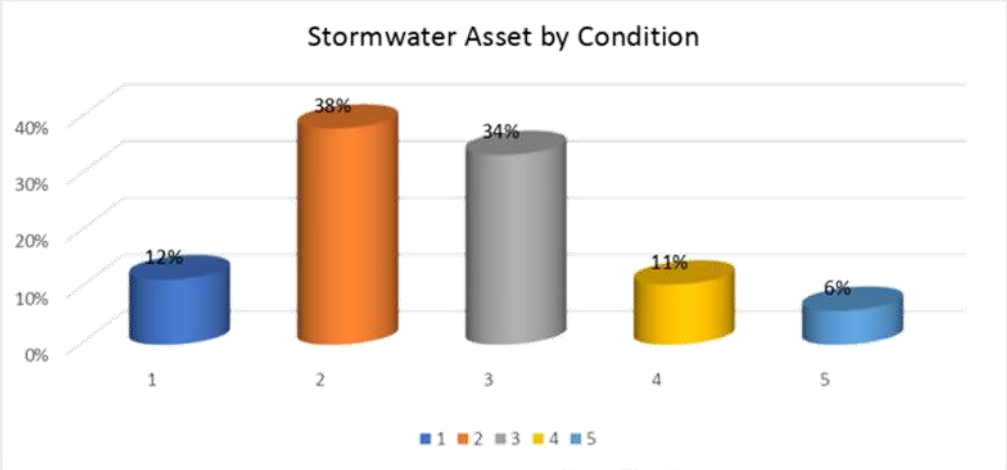





Footpath Asset by Condition
60%
50%
40%
30%
20%
10%
0%
15%
57%
26%
2%
0%
1
2
3
4
5
1 2 3 4 5


Carpark Assets by Conditions
50%
40%
30%
20%
10%
0%
15%
50%
28%
7%
0%
1
2
3
4
5
1 2 3 4 5


Retaining Wall Asset by Condition
50%
40%
30%
20%
10%
0%
16%
45%
29%
9%
2%
1
2
3
4
5
1 2 3 4 5



Condition is measured using a 1 – 5 grading system[4] as detailed in Table 5.1.3.

Table 5.1.3: Simple Condition Grading Model

Condition Grading	Description of Condition
1	**Very Good**: only planned maintenance required
2	**Good**: minor maintenance required plus planned maintenance
3	**Fair**: significant maintenance required
4	**Poor**: significant renewal/rehabilitation required
5	**Very Poor**: physically unsound and/or beyond rehabilitation

Renewal/Replacement Plan

Renewal and replacement expenditure is major work which does not increase the asset's design capacity but restores, rehabilitates, replaces or renews an existing asset to its original service potential. Work over and above restoring an asset to original service potential is considered to be an upgrade/expansion or new work expenditure resulting in additional future operations and maintenance costs.

Assets requiring renewal/replacement are identified from one of three methods provided in the 'Expenditure Template'.

- Method 1 uses Asset Register data to project the renewal costs using acquisition year and useful life to determine the renewal year, or
- Method 2 uses capital renewal expenditure projections from external condition modelling systems (such as Pavement Management Systems), or
- Method 3 uses a combination of average network renewals plus defect repairs in the Renewal Plan and Defect Repair Plan worksheets on the 'Expenditure template'.

Method 1 was used for this asset management plan.

[4] IPWEA, 2015, IIMM, Sec 2.5.4, p 2|80.

6 RISK MANAGEMENT PLAN

Critical Assets

Critical assets are defined as those which have a high consequence of failure causing significant loss or reduction of service. Similarly, critical failure modes are those which have the highest consequences.

Critical assets have been identified and their typical failure mode and the impact on service delivery are as follows:

Table 6.1 Critical Assets

Critical Asset(s)	Failure Mode	Impact
Roads	Pavement/surface damage.	Roadway become unserviceable and alternate traffic routes to be determined.
Stormwater Systems	Failure to discharge stormwater at the desired rate	Flooding of the roadway and spilling into private properties
Traffic Signals	Failure to operate	Traffic Controlling in the CBD area gets significantly complex and will require immediate replacement resulting significant investment for replacement
Footpath/Cycleways	Trip Hazards	Public incidents resulting in injury and claims

By identifying critical assets and failure modes investigative activities, condition inspection programs, maintenance and capital expenditure plans can be targeted at the critical areas.

Risk Assessment

The risk management process used in this project is shown in Figure 6.2 below.

It is an analysis and problem-solving technique designed to provide a logical process for the selection of treatment plans and management actions to protect the community against unacceptable risks.

The process is based on the fundamentals of the ISO risk assessment standard ISO 31000:2009.

Fig 6.2 Risk Management Process – Abridged



The risk assessment process identifies credible risks, the likelihood of the risk event occurring, the consequences should the event occur, develops a risk rating, evaluates the risk and develops a risk treatment plan for non-acceptable risks.

An assessment of risks associated with service delivery from infrastructure assets has identified is a gap in the current asset management practice and will be address by setting up an organisation Infrastructure Risk Register based on Council own risk reporting system tools.

The critical risks that will result in significant loss, 'financial shock' or a reduction in service are noted in this AM plan (Table 6.1).

Service and Risk Trade-Offs

The decisions made in adopting this AM Plan are based on the objective to achieve the optimum benefits from the available resources which means the Capacity to address critical failure is service will result in downgraded level of service.

7 PLAN IMPROVEMENT AND MONITORING

Improvement Plan

The asset management improvement plan generated from this asset management plan is shown in Table 8.1.

Table 8.1: Improvement Plan

Task No	Task	Responsibility	Timeline
1	Undertake a complete condition assessment of Council's all Infrastructure assets and update condition information in the Asset Register.	MEDA	Completed
2	Undertake a complete revaluation of Council's all Infrastructure assets and update condition information in the Asset Register.	MEDA/MFS	Completed
3	Undertake a community survey to determine the current level of community satisfaction	MEDA	FY 25/26
4	Review Asset categories and re-classify the subclasses as required.	MEDA	December 2024
5	Set specification for current levels of service, monitor the performance against the set level of services	MEDA	Ongoing
6	Establish asset renewal ranking framework & criteria for capital works prioritisation.	MEDA	June 2025
7	Implement new Asset Management Tools for prediction modelling using asset condition data, work history and valuation figures for optimum outcomes vs asset investments.	MEDA/MFS	June 2026
8	Complete the Shared Path Masterplan.	MEDA	June 2024
9	Following recommendation from the Shared Path Master Plan prepare prioritised list of future projects to be included in the forward capital works program for alternate pedestrian, Cyclist, Accessible transport links and routes.	MEDA/GMCI	June 2025
10	Develop a tool for accessibility compliance and annual update on the recommended actions from the CBD Accessibility Report.	MEDA	June 2025
11	Link the Infrastructure AMP to Council's Budgeting process/LTFP, so that impacts of funding levels can be addressed prior to funding allocation	MEDA/MFS/GMCI	Ongoing
12	Consider impact of regional transport strategies on future revisions of plan.	MEDA/GMCI	Ongoing
13	Review and implement infrastructure standards for maintenance, renewal, upgrade and new assets.	MEDA/PE	June 2025
14	Develop a program for undertaking regular traffic counts and with data integrated and updated in Council's road asset register.	MEDA/PE	Ongoing

Monitoring and Review Procedures

This AM Plan will be updated annually to ensure it represents the current service level, asset values, projected operations, maintenance, capital renewal and replacement, capital upgrade/new and asset disposal expenditures and projected expenditure values.

Trade-offs

There are some operations and maintenance activities and capital projects will not be undertaken within the next 10 years as due the insignificant cost benefits for these projects.

- No PLEC scheme projects..
- No Bulk LED Lighting Projects.

Risk trade-off

In the absence of an integrated Asset Risk register, currently all corrective actions from Council's WHS system (Skytrust) are addressed as ad-hoc basis based on their risk scoring. Council is currently reviewing its process to include physical infrastructure asset corrective actions to create and ongoing Corrective Action

8 FINANCIAL SUMMARY

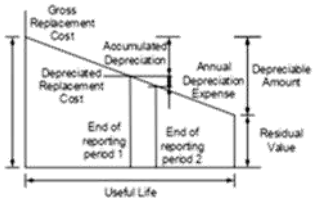
This section contains the financial requirements resulting from all the information presented in the previous sections of this asset management plan. The financial projections will be improved as further information becomes available on desired levels of service and current and projected future asset performance.

Financial Statements and Projections

Asset valuations

The best available estimate of the value of assets included in this Asset Management Plan are shown below. Assets are valued at cost.

Gross Replacement Cost	$289,090,386
Depreciable Amount	$214,011,895
Depreciated Replacement Cost[5]	$69,862,401
Annual Average Asset Consumption	$15,775,076



Sustainability of service delivery

Two key indicators for service delivery sustainability that have been considered in the analysis of the services provided by this asset category, these being the:

- Asset renewal funding ratio, and
- Medium term budgeted expenditures/projected expenditure (over 10 years of the planning period).

Asset Renewal *Funding* Ratio

Asset Renewal Funding Ratio[6] 84%

[5] Also reported as Written Down Value, Carrying or Net Book Value.
[6] AIFMM, 2015, Version 1.0, Financial Sustainability Indicator 3, Sec 2.6, p 9.

The Asset Renewal Funding Ratio is the most important indicator and indicates that over the next 10 years of the forecasting that we expect to have 95% of the funds required for the optimal renewal and replacement of assets.

Projected expenditures for long term financial plan

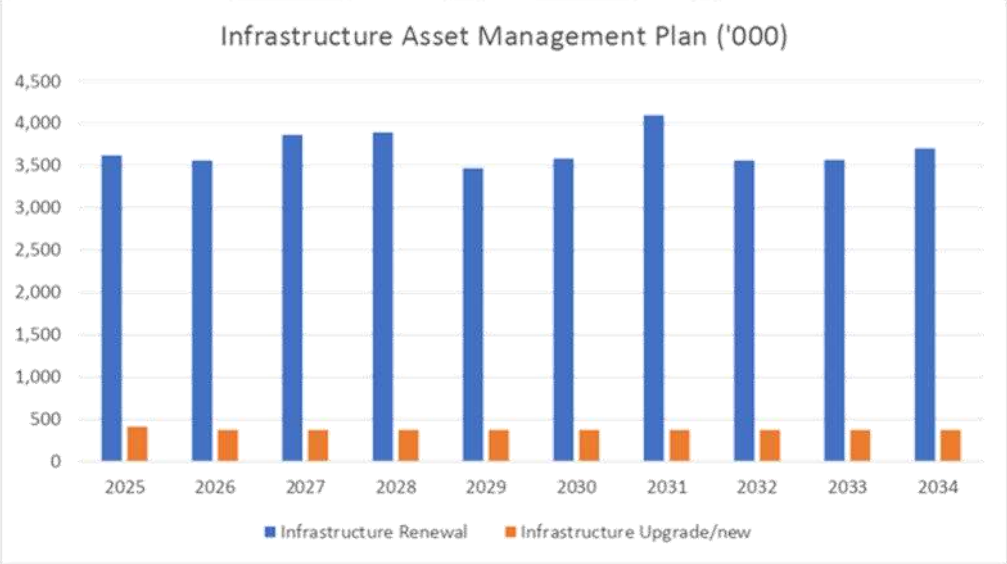
Table 7.1.2 shows the projected expenditures for the 10 year long term financial plan.

Expenditure projections are in 2024 real values.

Table 7.1.2: Projected Expenditures for Long Term Financial Plan ($000)

Year	Maintenance & Operations ($000)	Projected Capital Renewal ($000)	Capital Upgrade/ New ($000)	Disposals ($000)
2025	$91.85	3,624	$411	$0
2026	$91.97	3,565	$374	$0
2027	$99.58	3,869	$374	$0
2028	$95.94	3,897	$374	$0
2029	$89.86	3,470	$374	$0
2030	$92.92	3,587	$374	$0
2031	$99.02	4,098	$374	$0
2032	$92.58	3,565	$374	$0
2033	$92.42	3,569	$374	$0
2034	$96.46	3,707	$374	$0
10 Year Total	**$942.6**	**$36,951**	**$3,777**	**$0**

Fig 8.2 Infrastructure Asset Management Plan



Funding Strategy

Funding for assets is provided from the budget and long-term financial plan (LTFP).

The financial strategy of the entity determines how funding will be provided, whereas the asset management plan communicates how and when this will be spent, along with the service and risk consequences of differing options.

Valuation Forecasts

Asset values are forecast to increase as additional assets are added to the infrastructure portfolio.

Additional assets will generally add to the operations and maintenance needs in the longer term, as well as the need for future renewal. Additional assets will also add to future depreciation forecasts.

Due to the recent growth in the housing needs, more and more lands are developed into residential areas. As a result, the Council will continue to receive gifted assets as part of the new developments which will continue to grow City of Mount Gambier Infrastructure asset portfolio.

Key Assumptions Made in Financial Forecasts

This section details the key assumptions made in presenting the information contained in this asset management plan. It is presented to enable readers to gain an understanding of the levels of confidence in the data behind the financial forecasts.

Key assumptions made in this asset management plan are:

Table 7.4: Key Assumptions made in AM Plan and Risks of Change

• Fyfe condition ranking is applied for project selection along with Staff's input from their experience.
• Continuation of past works program will end in 2023/24. However,
• Reconstruction will be prioritised over reseal for Pavement defects
• Gifted asset acquisition amount is not included.
• Future demands will be approached using a combination of managing existing assets, upgrading of existing assets and providing new assets to meet demand. Demand management practices may also include a combination of non-asset solutions, insuring against risks and managing failures.
• Renewal interception is planned to keep assets at condition level 3.
• Assumed avg. cost for Storm water, Carpark and retaining wall assets as they are still to be revalued.
• Asphalt overlays are planned for roads with crocodile cracking/Intersections/Cul-de-sacs/RABTs.

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Forecast Reliability and Confidence

The expenditure and valuations projections in this AM Plan are based on best available data. Currency and accuracy of data is critical to effective asset and financial management. Data confidence is classified on a 5 level scale[7] in accordance with Table 7.5.

Table 7.5: Data Confidence Grading System

Confidence Grade	Description
A Highly reliable	Data based on sound records, procedures, investigations and analysis, documented properly and agreed as the best method of assessment. Dataset is complete and estimated to be accurate ± 2%
B Reliable	Data based on sound records, procedures, investigations and analysis, documented properly but has minor shortcomings, for example some of the data is old, some documentation is missing and/or reliance is placed on unconfirmed reports or some extrapolation. Dataset is complete and estimated to be accurate ± 10%
C Uncertain	Data based on sound records, procedures, investigations and analysis which is incomplete or unsupported, or extrapolated from a limited sample for which grade A or B data are available. Dataset is substantially complete but up to 50% is extrapolated data and accuracy estimated ± 25%
D Very Uncertain	Data is based on unconfirmed verbal reports and/or cursory inspections and analysis. Dataset may not be fully complete and most data is estimated or extrapolated. Accuracy ± 40%
E Unknown	None or very little data held.

The estimated confidence level for and reliability of data used in this AM Plan is considered to be at **B (Reliable).**

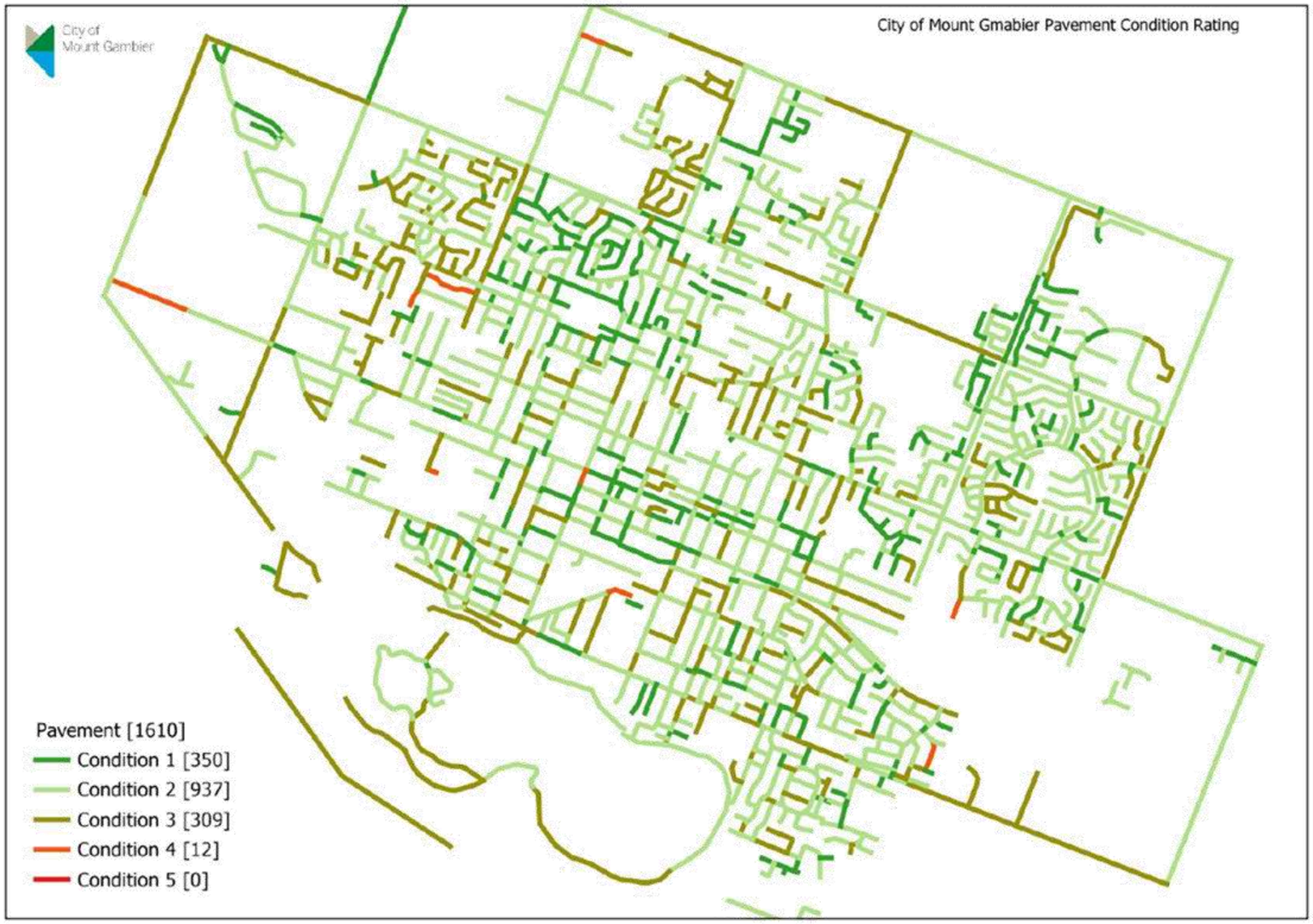
9 APPENDICES

Appendix A LTFP Budgeted Expenditures Accommodated in AM Plan

Infrastructure Asset Management Plan - 2025-2034										
$'000	**2025**	**2026**	**2027**	**2028**	**2029**	**2030**	**2031**	**2032**	**2033**	**2034**
Renewal	3,624	3,565	3,869	3,897	3,470	3,587	4,098	3,565	3,569	3,707
Upgrade/new	411	374	374	374	374	374	374	374	374	374

[7] IPWEA, 2015, IIMM, Table 2.4.6, p 2|71.

Appendix B City of Mount Gambier Road Segments Condition Map (Condition 1= Very Good; Condition 5=Unserviceable)



Appendix C City of Mount Gambier Proposed Shared Path Networks[8]

Objective 2: Connected and Inclusive

Cycling

The following primary, secondary, and local routes that classify Mount Gambier as an integrated network and hierarchy of routes. These routes that have been developed under the five internationally recognised requirements, mainly focusing on Directness.

2.1 Adoption and Endorsement of Primary Routes

- **P1** Suttontown Road
- **P2** Wireless Road East and West
- **P3** Kennedy Avenue
- **P4** Wehl Street South and North
- **P5** Crouch Street South and North
- **P6** Pine Hall Avenue and Bishop Road
- **P7** Grant Avenue/Blue Lake (Warwar)/Crouch Street Loop

2.2 Adoption and Endorsement of Secondary Routes

- **S1** Lake Terrace East-West Connection
- **S2** Mulga Street Primary School Connection
- **S3** Mount Gambier North Primary Connection
- **S4** Caravan Road Connection
- **S5** North Terrace Connection
- **S6** Allison Street Connection
- **S7** Tumut Drive Connection
- **S8** Attamurra Road Connection
- **S9** Hoonington Road Connection
- **S10** Conroe Drive Connection
- **S11** Ferrers Street/Mitchell Street Connection

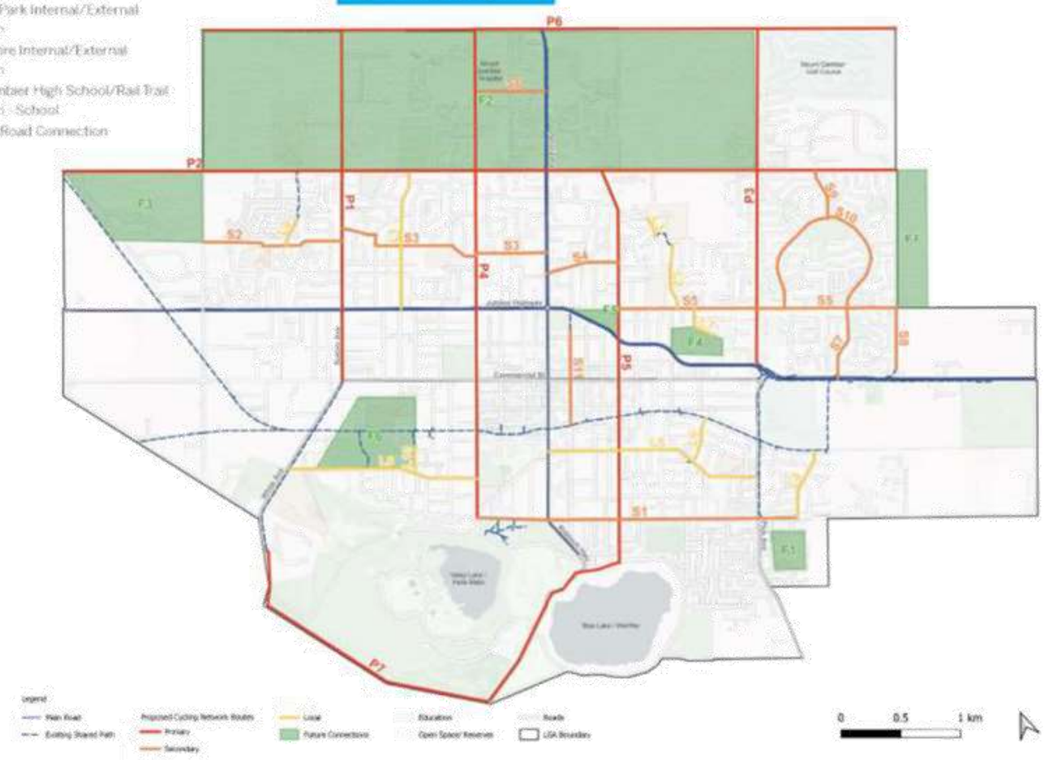
2.3 Adoption and Endorsement of Local Routes

- **L1** Acacia Street
- **L2** Dalkeith Drive
- **L3** St Martins Drive
- **L4** Pressey Street
- **L5** Boandik Terrace
- **L6** Hanson Street
- **L7** Comaum Avenue
- **L8** Shepherdson Road

2.4 Adoption and Endorsement of Future Connections

- **F1** Grant High School Internal/External Connection - School
- **F2** Northern Growth Area Connection
- **F3** Springview Estate Connection
- **F4** McDonald Park Internal/External Connection
- **F5** City Bike Hire Internal/External Connection
- **F6** Mount Gambier High School/Rail Trail Connection - School
- **F7** Attamurra Road Connection

Map 5 Principal Cycling Network



[8] City of Mount Gambier Shared Path Masterplan

City of Mount Gambier

Buildings and Structures Asset Management Plan

2025-2034

May 2024

Document Control					
Document ID: AR24/11482 City of Mount Gambier Building and Structures Asset Management Plan 2025-2034					
Rev No	**Date**	**Revision Details**	**Author**	**Reviewer**	**Approver**
1	March 2019	1st version as a stand-alone document	KR	DM	NS
2	January 2021	Updated in preparation for FY2022 budget process	CM	JZ	
3	January 2021	Updated in preparation for FY2022 budget process	AM	JS	BC
4	May 2023	Updated in Preparation for FY2023 Budget	AM	JS	BC
5	May 2024	Updated in Preparation for FY2024/25 Budget	AM	JS	BC

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1. EXECUTIVE SUMMARY

The B&S-AMP aims to strategically manage Building and Structure Assets owned by the City of Mount Gambier, ensuring they meet community service expectations and align with the Council's strategic goals.

The plan addresses the management of:

- Buildings with components, including sub-structures, envelopes, roofs, fitouts, and services.
- Standalone buildings, which cover public toilet upgrades, sheds, and sports amenities.
- Structures like bus shelters, playgrounds, and other shelters.

Council has recently adopted the Sports, Recreation and Open Spaces Strategies (SROSS), which underscored the need for a strategic focus on the highly utilized City of Mount Gambier assets requiring significant future investments to maintain their serviceability. Following an extensive community consultation, SROSS has systematically organized the current assets related to recreation and sporting functions and prioritized for future investment on these assets based on community benefit. The strategy also highlighted the necessity for master planning activities at key locations within the council's boundaries.

It should be noted as part of this plan, to ensure the strategic direction from SROSS could be achieved to its fullest capacity is to identify the recreation and open spaces assets and create a new asset class to have its own future planning and investment priorities. Therefore, it is proposed that, over the next three years, the strategic priorities will include:

- Identifying assets within Building and Structure Assets to move into a separate register for Recreation and Open Space Assets with relevant attributes and their financial values.
- Developing an individual Asset Management Plan (AMP) for both asset classes.
- Planning and preparing budgets in alignment with the newly developed AMPs and the Council's Long-Term Financial Plan (LTFP).

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2. INTRODUCTION

2.1. Background

The Buildings and Structures Asset Management Plan (B&SAMP) is to outline a broad approach asset management, demonstrate proactive management of assets (and services provided from those assets) and model the funding required from the assumptions developed for those assets. This AMP is to be read in conjunction with Council's Asset Management Policy, Asset Management Strategy and the following associated planning documents:

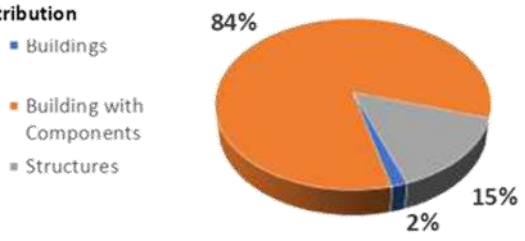
- City of Mount Gambier Strategic Plan
- Long Term Financial Plan (LTFP)
- Annual Business Plan
- Asset Management Policy
- Asset Accounting Policy
- Land Development Policy L130
- Risk Management Framework
- Community land (reserves) lease / license / rental arrangements policy
- Disability Access and Inclusion Plan (DAIP)
- Sports recreation and Open Space Strategic (SROSS) Plan

This AMP covers all Council controlled buildings and structures within the City of Mount Gambier as indicated in the following summary:

Table 1 : Building and Structures covered by this Plan (as of 01 July 2023)

Asset Category	Fair Value ($)	Annual Depreciation ($)
Buildings	$110.8M	$3.9M
Structures	$19.8M	$0.8M
TOTAL	**$130.6M**	**$4.73M**

Figure 1. Asset Types Distribution



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2.2. Goals and objectives of Asset Management

Council exists to provide services to its community. Some of these services are provided by building and structure assets. Council has acquired assets by purchase, construction and by donation/gift.

Council's goal in managing building and structure assets is to meet the defined level of service in the most cost-effective manner for present and future consumers. The principles adopted in this Building and Structure Asset Management are:

- Taking a life cycle approach to developing cost-effective management strategies for the long term.
- Identifying life expiry of critical assets over next 10 years and consider wholistic impact on the renewal budget.
- In the absence of more component specific data and a robust Asset Management System, Consideration has been made understand the overall impact on the Long-Term Financial Plan (LTFP) over the next 10 years as more uniform expenditure and Council's capacity to deliver projects.
- Managing risks associated with critical asset failures and disasters.
- Having an LTFP which includes required, affordable expenditure and how it will be financed.
- Continuous improvement in asset management practices.[1]

This AMP is prepared under the direction of Council's existing Strategic Plan which represents the vision, aspirations, and priorities of the community now and into the future.

A 'top down' approach has been used where analysis is applied at the system or network level to meet minimum legislative and organisational requirements for sustainable service delivery and long-term financial planning and reporting.

Future versions of the AM Plan will move towards 'advanced' asset management using both a hybrid 'top down' and 'bottom up' approach for reporting up to date information about individual assets.

2.3. Plan Framework

Key elements of the Plan are: -

- Levels of service – specifies the services and levels of service to be provided by Council.
- Future demand – how this will impact on future service delivery and how this is to be met.
- Life cycle management – how Council will manage its existing and future assets to provide the required services.
- Financial summary – what funds are required to provide the required services.
- Asset management improvement plan.

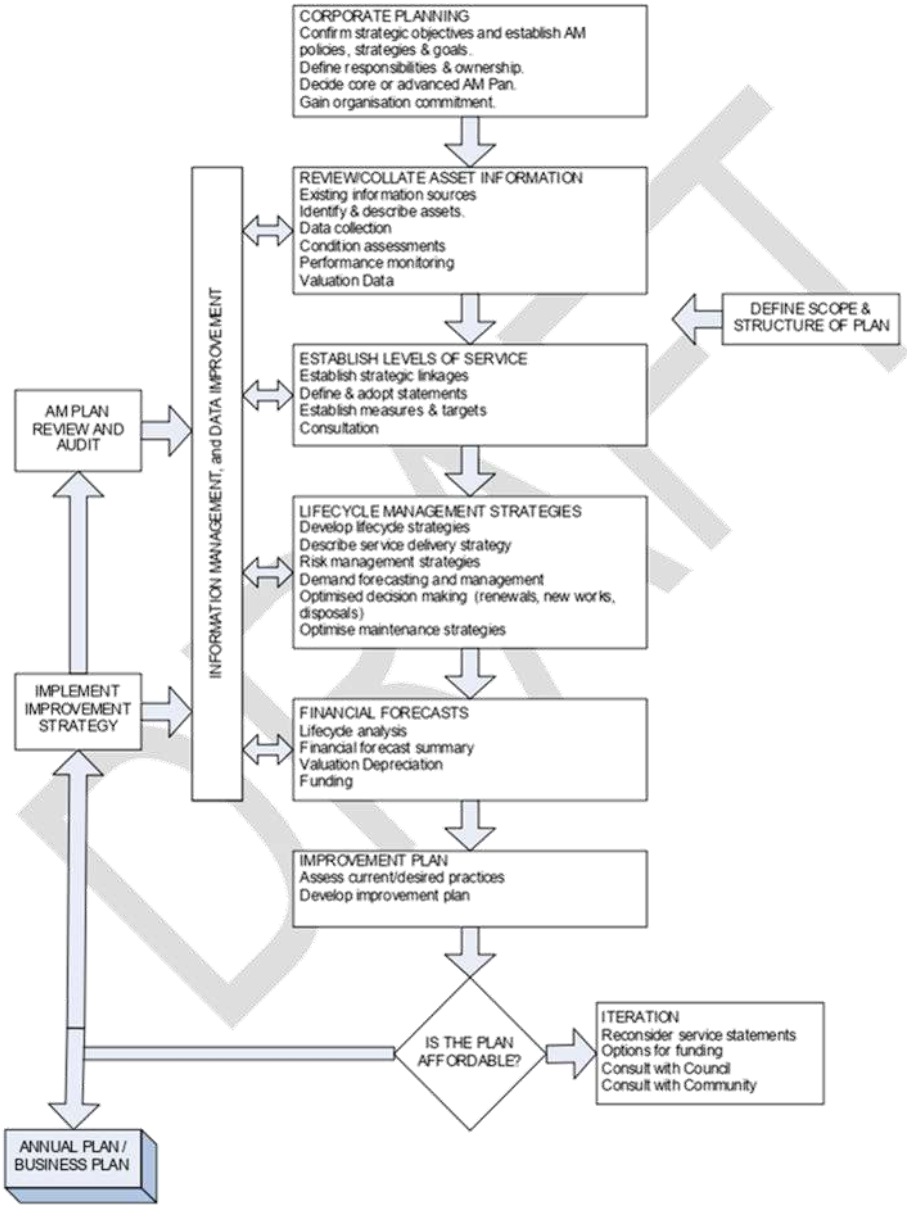
2.4. Core and Advanced Asset Management

This asset management plan is prepared as a 'core' asset management plan over a 10-year planning period in accordance with the International Infrastructure Management Manual[2]. Core asset management is a 'top down'

[1] IIMM 2006 Sec 1.1.3, p 1.3
[2] IPWEA, 2015, IIMM.

approach where analysis is applied at the system or network level. An 'advanced' asset management approach uses a 'bottom up' approach for gathering detailed asset information for individual assets. A road map for preparing an Asset Management Plan is shown below.

Figure 2. Road Map for preparing an Asset Management Plan[3]



[3] Source: IIMM Fig 1.5.1, p 1.11

3. LEVELS OF SERVICE

This 'core' asset management plan is prepared to facilitate consultation prior to adoption by the Council. Future revisions of the asset management plan will incorporate community consultation on service level satisfaction and costs of providing those services. This will assist the Council and stakeholders in matching the level of service required, service risks and consequences with the community's ability and willingness to pay for the service.

3.1. Legislative Requirements

Council must meet many legislative requirements including Australian and State legislation and State regulations. These include:

Table 2 : Legislative requirements

Legislation	Requirement
Local Government Act, 1999	Sets out role, purpose, responsibilities and powers of local governments including the preparation of a long-term financial plan supported by infrastructure and asset management plans for sustainable service delivery.
Development Act and subordinate legislation (example Development Plan and Building Code)	Provides Council with the legislative framework to guide the preservation and enhancement of its buildings and structures.
Heritage Act, 2004	An Act that conserves places with heritage value
Building Code of Australia, 2016	States the minimum requirements for the design, construction and maintenance of buildings
Work Health and Safety Act, 2012	Secures the health, safety and welfare of persons at work
Asbestos Removal Code of Practice	The management and maintenance of asbestos in accordance with the code
Disability Discrimination Act (DDA), 2012	An Act that bans discrimination of people based on a disability
Environmental Protection Act, 1997	An Act that covers the protection of the environment

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3.2. Strategic and Corporate Goals

This Asset Management Planning Approach has been identified as one of the Council Strategic Priority Projects for 2024-2026.

In the three years Asset Management Planning approach the following steps are identified.

Figure 3. Scope of the Asset Management Planning Approach Priority Project



3.3. Current Levels of Service

These relate to how the community receives the service in terms of safety, quality, function, quantity, reliability, responsiveness and cost/efficiency.

These measures relate to the allocation of resources to service activities that the Council undertakes to best achieve the desired community outcomes, whilst meeting all legislative requirements.

Council has defined service levels in two terms:

1. Community Service Levels
2. Operational or Technical Service Levels

Council's current service levels are detailed in Table 4.

Table 3 : Current Service Levels

Key Performance Measure	Level of Service	Performance Measure Process	Performance Target	Current Performance
COMMUNITY LEVELS OF SERVICE				
Quality	Provide buildings that are fit for purpose	Customer service requests Condition rating	Less than 3 per month for any particular building or structure	Currently Not meeting target for Library (Avg.7.4), Visitor Information Centre (Avg.3.2)
Function	Buildings and structures are available and accessible for intended use at all times (apart from during times of maintenance)	Customer complaints relating to unavailability of building or structure	Less than 1 per month for any particular building or structure	Less than 2 per month for any particular building or structure
	Building facilities meet user requirements	Usage of facility	Average usage of facility 50% occupancy for each building	TBC
Safety	Provide buildings that comply with the principles of the BCA and DDA Buildings are free from hazards	Number of injury incidents relating to health, safety and disability for Council owned buildings and structures	Less than 2 per month per building or structure	Currently received less that 2 per year
Asbestos	Ensure that all building facilities meet asbestos regulations	Asbestos registers onsite and program in place to remove and/or manage asbestos from, in and around buildings	<2 incidents per year	0 incidents reported

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TECHNICAL LEVELS OF SERVICE				
Condition	Carry out routine maintenance on buildings and structures	Number of complaints relating to minor maintenance matters	Less than 5 per month for any particular building or structure	Less than 5 per month for any particular building or structure
Compliance	Compliance with Building Codes and technical standards	All new work and significant refurbishment to comply with current standards	Development Act approval and compliance with Building Code of Australia	Plans and specifications are submitted to gain development approval
Costings/Affordability	Operational expenditure costs are known	Introduction of work order costing system to track maintenance of buildings	All plant, labour and material costs booked to work orders for individual buildings	All plant, labour and material costs booked to work orders for individual buildings
Safety	Condition assessment surveys to identify any issue relating to occupier safety	Building and structure condition assessments to be carried out on a one in three year cycle	Identified safety issues are documented and included in works program for the following financial year budget	Issues addressed as they are identified, assessment frequency not currently stipulated

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4. FUTURE DEMAND

4.1. Demand Forecast

Factors affecting demand include population change, changes in demographics, seasonal factors, consumer preferences and expectations, economic factors, environmental awareness, changing legislative requirements, risk management practices, etc.

Demand factor trends and impacts on service delivery are summarised in Table 5

Table 4 : Demand Factors, Projections, and Impact on Services

Demand factor	Present position	Projection	Impact on services
Population and Demographics *	27,749 (based on 2022 Census data) 2.3% increase in people from 2016 to 2021.	A steady increase of 0.47% per annum, with the increase expected to occur mainly in the older demographic 60+.	Aging population will increase demand for more accessibility across the council buildings.
Changing Community Expectation	Council received the following number of CRM in past 5 years in relation to services provided by this asset class. Year Number of CRM 2019 67 2020 56 2021 60 2022 71 2023 158	Last 5 years of CRM statistic shows steady growth in Customer Expectation for services.	The increase expectation of services may impact on the quality and nature of facilities, provided by Council and this has been a discernible trend where community groups require (demand) higher standards in the facilities they use. Simple examples include requests for state of the art kitchen facilities, air conditioning in sports stadiums, increased storage requirements and supply of computing facilities in Council libraries.
Legislative changes	Compliance with BCA	Increasing legislative and governance demands, long term financial	Demand for retrofitting buildings for, environmental

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		sustainability, environmental sustainability for the existing building stock as well as pressure for additional buildings	sustainability etc. and impact on financial resources in the provision of new buildings

4.2. Changes in Technology

Technology changes are forecast to have little effect on the delivery of services covered by this plan, but will likely improve customer feedback and advice to Council (e.g. Web based communication to Council, smart phone technology, automated monitoring of building services, online/interactive building lighting/art).

Council will face increasing community pressure to retrofit existing facilities with technology that will improve the overall environmental sustainability of the facility and safety.

Technology changes forecast to affect the delivery of services covered by this plan are detailed below.

Table 5 : Potential changes in technology and effect on service delivery

Technology Change	Effect on Service Delivery
Artificial Intelligence (AI)	AI embedded asset management system may be able to optimise asset use and investment need by identifying trends and subsequence forecast modelling. Council will follow the industry trend and advice from LGA to determine the use and embedding into its asset management system.
CCTV Cameras	Council have CCTVs at various locations for the surveillance of its public areas and buildings. However, some CCTVs are there purely for the security surveillance and are controlled and used by SAPOL, where as other locations are Council operated and is required be integrated into one access system for effective use and monitoring of Council Assets.
Automatic detection and safety systems	Expansion of electronic access to buildings. Recently automatic gates were installed at the depot entry points to ensure maximum asset security and unnecessary public intrusions.
Plant & Equipment	Updated plant & equipment may result in improved service delivery within a more efficient timeframe and to a better standard.
Mobile computing	Use of improved technology for condition rating may lead to increased data integrity and ability to link to GIS for improved

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	visualisation. Will also mean simpler and more efficient information transfer without double handing of data.
Environment Sustainability	Installation of energy and water saving equipment (i.e. Smart meters, solar panels eyc) for environmental responsibility and for cost efficiency.

4.3. Demand Management Plan

Demand for new services will be managed through a combination of managing existing assets, upgrading of existing assets and providing new assets to meet demand. Demand management practices include non-asset solutions, insuring against risks and managing failures.

Non-asset solutions focus on providing the required service without the need for the organisation to own the assets, such as leasing arrangements or providing services from existing infrastructure which may be located in another community area or contributing to capital improvements of another organisation that provide benefits for our community. An example of this includes, the Mount Gambier Airport, located outside the City of Mount Gambier boundary, however Council has contributed funding to upgrade its facilities.

The current lack of information on the extent of service provision required to meet community demand for buildings makes it difficult to assess the gap between the community desires/needs and existing service provision. Opportunities identified to date for demand management are shown in Table 7. Further opportunities will be developed in future revisions of this AM Plan.

Table 6 : Demand Management Plan Summary

Service Activity	Demand Management Plan
Operations	Utilise office space more efficiently. Identify buildings not being used to their full potential and consult the community on other uses.
Financial	Develop long-term financial management plans to ensure financial sustainability
DDA provision improvements	Currently there is a gap in planned accessibility improvement work and is currently under review for creating a long/medium- and short-term priorities for all council owned buildings.
Environmental sustainability	Council in its procurement polices has incorporated "Value Added Services and Improvement & Innovation" criteria to encourage environmental sustainability.
Public Toilet Facilities	This plan recognises need for investment to replace/upgrade all key public toilet blocks in its future works program. The Valley Lake new toilet block was part of this commitment and will be followed by public

	toilets at Frew Park, Umpherston Sinkhole, Blue Lake Sports park, Vansittart Park and so on.

5. LIFECYCLE MANAGEMENT PLAN

The lifecycle management plan details how Council plans to manage and operate the assets at the agreed levels of service (defined in the section "Levels of Service") while optimising life cycle costs.

5.1. Physical Parameters

The assets covered by this Plan are shown in Table 1.

Over 5% of Council's building and structure assets are identified as heritage. Generally, the building and structure assets are in fair to good condition although asset ages vary considerably across the City. Council has limited data on the age profile of its Asset stock but does have an increasing understanding of the condition data for building and structure asset categories. Council uses a combination of the age and condition data to set future works programs and to prepare risk control strategies.

5.2. Asset Capacity and Performance

As part of the Strategic Priority Project for Asset Strategy, Council plans to undertake the following activities to better understands its assets and their serviceability to the community. The activities will include but not limited to are:

- Collect item specific information for all assets and their functional life expectency.
- Consult with the community for service expectation.
- Prioritise works to be completed.
- Design and project cost works
- Ensure strategic alliance (both financial and non-financial)

5.3. Asset Condition

Council's building and structure assets were last assessed for condition as at 01 July 2023 by external consultants as part of the revaluation process. The condition is measured using a 0 – 5 rating system.

The condition profile of Council's assets will be further assessed by technical building experts and include review of compliance standards, appearance, security, fit for purpose and environmental fitness and be reflected in future updates of this Plan.

Table 7 : Condition Rating Scale

Rating	Description of Condition
1	**Very Good:** only planned maintenance required.
2	**Good:** minor maintenance required plus planned maintenance.
3	**Fair:** significant maintenance required.
4	**Poor:** significant renewal / rehabilitation required.
5	**Very Poor:** physically unsound and / or beyond rehabilitation.

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The condition profile of Council's building and structure assets is shown below in figures 2 and 3.

Figure 4. Building and Structure Asset Condition Profile



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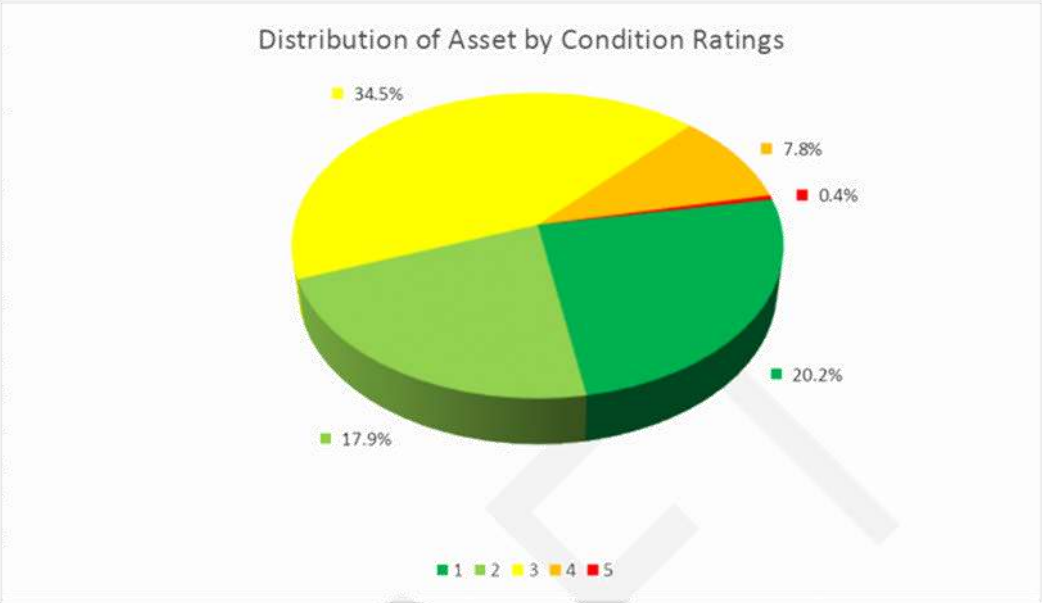
Figure 5: Building and Structure Asset Condition Profile



5.4. Risk Management Plan

An assessment of risks associated with service delivery from infrastructure assets identifies critical risks to Council. The risk assessment process identifies credible risks, the likelihood of the risk event occurring, the consequences should the event occur, develops a risk rating, evaluates the risk and develops a risk treatment plan for non-acceptable risks.

5.5. Operations and Maintenance

Routine maintenance is the regular on-going work that is necessary to keep assets operating, including instances where portions of the asset fail and need immediate repair to make the asset operational again.

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6. RENEWAL PLAN

Renewal expenditure is major work which does not increase the asset's design capacity but restores, rehabilitates, replaces, or renews an existing asset to its original service potential. Work over and above restoring an asset to original service potential is upgrade/expansion or new works expenditure.

6.1. Renewal Standards

Renewal work is carried out in accordance with the following Standards and Specifications:

- Current Australian and Industry Standards
  - Building Code of Australia 2016
  - Disability Discrimination Act (DDA)
  - Asbestos Removal Code of Practice
  - Electrical Wiring Code AS3000
  - Work Health Safety Act and Regulations

6.2. Summary of Future Renewal Expenditure

Projected future renewal expenditures - the optimal level of renewals - are forecast to increase over time as the asset stock ages. The costs are summarised in Figure 6. Note that all costs are shown in nominal dollar values. Due to planning a master plan each year for the significant open spaces which were identified in the SROSS, costs of three projects to support the implementation of this strategy (with design in year 1 and construction in year 2), excluding inflation for total cost for each project is assumed to be $5m with 50% grant funding) capital Works investment for next 10 years which is shown in Figure 7.

Figure 7. Projected capital expenditure over next 10 years (With planned SROSS Expenditure)



Planned capital projects are to be funded from Council's capital works program and grants where available. Council has recently taken the first step towards improving its buildings and structures planned renewal

programming by using remaining useful life estimates. Future iterations of this Plan will become more detailed as Council continues to develop its assets categorisation and information.

7. FINANCIAL SUMMARY

This section contains the financial requirements resulting from all the information presented in the previous sections of this AMP. The financial projections will be improved as further information becomes available on asset technical details and condition, desired levels of service and current and projected future asset performance.

7.1. Sustainability of Service Delivery

There are two key indicators for financial sustainability that have been considered in the analysis of the services provided by this asset category, these being long term life cycle costs and medium-term costs over the 10 year financial planning period.

7.2. Long term - Life Cycle Cost

Life cycle costs (or whole of life costs) are the average costs that are required to sustain the service levels over the longest asset life. Life cycle costs include maintenance and asset consumption, i.e. depreciation expense. The buildings and structures annual consumption cost for the services covered in this Plan, represented by the Buildings – Renewals and the Structures – Renewals amounts to $15.8M.

Life cycle costs can be compared to life cycle expenditure to give an indicator of sustainability in service provision. Life cycle expenditure includes maintenance plus capital renewal expenditure. Life cycle expenditure will vary depending on the timing of asset renewals.

The AMP is created with the view to include the optimal level and therefore should not show a gap. Such a gap will only appear in case the LTFP drives capital allocation to a different year than as per the AMP, or when Council does for other reasons spend more or less on life cycle costs for the year than the AMP suggests.

Any gap between life cycle costs and life cycle expenditure gives an indication as to whether present consumers are paying their share of the assets that are consumed each year.

The above confirms the purpose of this AMP: to identify levels of service that the community needs and can afford and develop the necessary long-term financial plans to provide the service in a sustainable manner so that future generations are not burdened with failing assets.

A gap between projected asset renewal expenditure and actual (planned) expenditure indicates that further work is required to manage required service levels and future planned expenditure funding needs to eliminate any funding gap.

Council will need to manage the 'gap' by developing this AM Plan to provide guidance on future service levels and resources required to provide these services, and to ensure that the gap closes to a controllable level.

7.3. Funding Strategy

Projected expenditure identified in Figure 5 is to be funded from Council's operating and capital budgets. The funding strategy is detailed in Council's Long-Term Financial Plan (LTFP).

Additional new and renewal of building capital, in addition to the optimal level, or as part of reaching the optimal level, could be funded out of regular Council income. However, taking into account Council's financial constraints other options to assist reducing a funding gap or fund additional capital expenditure include:

- Grant funding
- Fundraising
- Alternate revenue streams
- Sale of underutilised assets
- Change in services and service levels
- Refinement of CPI and consumption rates and assumptions.

7.4. Valuation Forecasts

Asset values are forecast to increase as additional assets are added to the asset stock from construction and acquisition by Council and from assets constructed by land developers and others. Depreciation expense values are forecast in line with asset values based on asset condition depreciation and will be adjusted in accordance with asset revaluations which will occur from time to time taking into account condition assessments and additional asset age data.

The depreciated replacement cost (current replacement cost less accumulated depreciation) will vary over the forecast period depending on the rates of addition of new assets, disposal of old assets and consumption and renewal of existing assets. Council may wish to explore the option for limited asset disposal of buildings and structures whilst still maintaining a reasonable and acceptable level of service to the community.

7.5. Key Assumptions made in Financial Forecasts

This section details the key assumptions made in presenting the information contained in this Plan and in preparing forecasts of required operating and capital expenditure and asset values. It is presented to enable readers to gain an understanding of the levels of confidence in the data behind the financial forecasts.

Key assumptions made in this Plan are:

- Asset condition and valuation has been determined by AssetVal Pty Ltd.
- Straight line depreciation of asset condition has been assumed and AssetVal Pty Ltd have determined the residual value for buildings and structures assets.
- This AM Plan was put together based on the information at hand at the time of preparing the Plan. As asset information is updated and more accurate information becomes available, this Plan will become more accurate.

7.6. Accounting and financial systems

Council uses Civica Authority as its accounting and financial system. This system integrates with Council's asset management system another module of the Civica Authority suite.

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The Australian Accounting Standards provide the benchmark against which Council reports on asset accounting.

Council's current capitalisation threshold is $5,000.

The link between asset management and the financial system includes:

- The assumed works programs and trends
- The resulting budget, valuation and depreciation projections
- Useful life analysis (including renewal projections)
- Inputs to Council's LTFP and ABP&B

8. REFERENCES

The City of Mount Gambier Futures Paper

City of Mount Gambier Strategic Plan 2020-2024

City of Mount Gambier Annual Business Plan and Budget

DVC, 2006, 'Asset Investment Guidelines', 'Glossary', Department for Victorian Communities, Local Government Victoria, Melbourne

IPWEA, 2006, 'International Infrastructure Management Manual', Institute of Public Works Engineering Australia, Sydney, www.ipwea.org.au

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9. APPENDICES

9.1. Buildings and Structures Asset management plan

Buildings and Structures Asset Management Plan - 2025-2035 (With incorporating SROSS Strategy)										
'000	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
Renewal	1,197	1,627	1,627	1,627	1,627	1,627	1,627	1,627	1,627	1,627
Upgrade/new	1,588	155	155	655	4655	655	4655	655	4655	155
TOTAL	2,785	1,782	1,782	1,782	1,782	1,782	1,782	1,782	1,782	1,782

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9.2. Future renewal needs for Building and Structures

Asset renewal needs for next 10 years

Shed

Description	Location	Replacement Cost
Stone Store Shed	Old Gaol	$ 29,000.00
Stone Shed	Old Gaol	$ 10,000.00
Brick Pump Shed	Blue Lake Sports Park	$ 14,000.00
Signs Store 1	Council Depot	$ 23,000.00
Implement Shed	Lake Terrace Cemetery	$ 18,000.00
Steel Storage Shed	Marist Park	$ 40,000.00
Pump Shed	Marist Park	$ 42,000.00
Equipment Shed	Valley Lake - Conservation Park	$ 13,000.00
Wash Bay	Council Depot	$ 44,000.00

Sports

Description	Location	Replacement Cost
Football Change Rooms / Grandstand	Vansittart Park - Oval	$ 2,110,000.00
Scoreboard	Vansittart Park - Oval	$ 76,000.00

Playgrounds

Location	Replacement Cost
Railway Lands - Natural Play Components	$ 60,000.00
AF Sutton Memorial Park	$ 60,000.00
AF Sutton Memorial Park	$ 9,000.00
AF Sutton Memorial Park	$ 9,000.00
Roseville Reserve	$ 12,000.00
Heaver Drive Reserve	$ 44,000.00
Elder Street Reserve	$ 6,000.00
Turrut Drive Reserve	$ 60,000.00
Akuna Reserve	$ 42,000.00
Umpherston Sinkhole	$ 11,000.00
Giudigau Park	$ 14,000.00
Hayes Crescent Reserve	$ 60,000.00
Carmel Drive Reserve	$ 76,000.00
Argyle Place Reserve	$ 26,000.00
Hastings Cunningham Reserve	$ 76,000.00
Elm Avenue / Jarrah Street Reserve	$ 60,000.00
Giles Street Reserve	$ 83,000.00
Valley Lake - Playground	$ 585,000.00
Melaluca Reserve	$ 69,000.00
Quarry Reserve	$ 80,000.00
Max Young Memorial Park	$ 82,000.00
Don McDonnell Reserve	$ 105,000.00

Public Toilets

Location	Replacement Cost
Frew Park	$ 220,500.00
AF Sutton Memorial Park	$ 153,000.00
Blue Lake Sports Park - Football Grounds	$ 112,500.00
Corriedale Park	$ 135,000.00
Vansittart Park - Oval	$ 144,000.00
Vansittart Park - Oval	$ 144,000.00
Valley Lake - Conservation Park	$ 112,000.00
Blue Lake Sports Park	$ 94,500.00
Commerce Arcade	$ 180,000.00

BusShelter

Location	Replacement Cost
163-165 Wireless Road West	$ 17,000.00
20-22 Willow Avenue	$ 33,000.00
Giudigau Road (36 Koomiga)	$ 12,000.00
18 Hawsing Drive	$ 12,000.00
101 Lake Terrace East	$ 17,000.00
Newton Crescent (75 Pick Ave)	$ 17,000.00
16 Pressey Street	$ 17,000.00
Wehl Street South (Reidy Park School)	$ 17,000.00
2 Willow Avenue	$ 17,000.00
64 Crouch Street North	$ 12,000.00
227 Commercial Street East	$ 17,000.00
L208 Connie Drive	$ 29,000.00

Overall Planned Annual Renewal Expenditure

Asset Type	Asset Components	10 Years Total Replacement Cost	Annual Replacement Allocation
Structure	Bus shelter	$ 217,000.00	$ 21,700.00
	Playgrounds	$ 1,693,000.00	$ 169,300.00
	Other (Shed/Shelters etc)	$ 432,000.00	$ 43,200.00
Building	Public Toilet Upgrades	$ 1,548,000.00	$ 154,800.00
	Sheds (Building/Service)	$ 66,000.00	$ 6,600.00
	Sports	$ 2,110,000.00	$ 211,000.00
Building with Components	Sub-structure	$ 756,800.00	$ 75,680.00
	Building Envelope	$ 3,655,000.00	$ 365,500.00
	Roof	$ 1,338,000.00	$ 133,800.00
	Fitouts	$ 1,873,000.00	$ 187,300.00
	Services	$ 4,089,000.00	$ 408,900.00

City of Mount Gambier

Plant and Equipment Asset Management Plan

2025-2034

May 2024

Document Control	Asset Management Plan				
Document ID : NAMSPLUS Concise Asset Management Plan Template_V2_170508					
Rev No	**Date**	**Revision Details**	**Author**	**Reviewer**	**Approver**
1	11/12/2023	**Plan 2024-2033** Initial plan prepared in conjunction with relevant staff for adoption by Council.	KM	JM/JS	BC
2	4/03/2024	**Plan 2024-2033** Review conducted with changes made to financial information to account for Carry Overs	KM	JS/KR	BC
3	15/05/2024	**NEW Plan 2025-2034** Review conducted to align timing of P&E AMP with other Asset Management Plans and financial changes to include Provision for Minor Plant	KM	JS/JM	BC

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1. EXECUTIVE SUMMARY

Context

The City of Mount Gambier operates and maintains a fleet of construction plant, trucks and trailers, commercial vehicles and passenger vehicles, together with a range of light plant.

The fundamental purpose of this Plant and Equipment Asset Management Plan (AM Plan) is to improve Council's long-term strategic management of its infrastructure Plant and Equipment assets in order to cater for the community's desired levels of service in the future, in accordance with Council's key strategic documents and demonstrate reasonable management in the context of Council's available financial and human resources.

The Plant and Equipment AM Plan achieves this by setting standards, service levels and programs which Council will develop and deliver. The standards and service levels have been set in accordance with user needs, regulations, industry practice and legislative codes of practice.

What does the plan Cover?

The Plant and Equipment asset portfolio comprises:

- Commercial Vehicles
- Passenger Vehicles
- Heavy Vehicles
- Heavy Plant
- Light Plant
- Trailers

These Plant and Equipment assets are recorded at historic cost and are valued at their purchase price of **$14,547,740** as at 15 May 2024.

What doesn't the plan Cover?

It should be noted that items with a replacement value of less than $4,000 are considered to be low value assets and therefore their value is not included in the financial sections of this plan individually, however ***Minor Plant*** renewal will be captured under NEW and as our asset management plans mature we will look to review however this information is presented in the future.

What does it Cost?

There are two key indicators of cost to provide the Plant and Equipment asset portfolio:

- The life cycle cost being the average cost over the life cycle of the asset; and
- The total maintenance and capital renewal expenditure required to deliver existing service levels in the next 10 years covered by Council's long term financial plan.

The total operations, maintenance and capital renewal expenditure required to sustain the Plant and Equipment asset base over the next ten years at current service levels is estimated at **$35,860,423**.

This is an average of **$3,586,042** per annum. Council's planned lifecycle expenditure for year one of this AM Plan is **$5,053,968**.

What we will do

Council plans to provide services for the operation, maintenance, renewal and upgrade of all assets as outlined in Section 2.2 to meet service levels set by Council within annual budget.

Managing the Risks

There are risks associated with providing the service and not being able to complete all identified activities and projects. We have identified major risks as:

- Poor efficiency due to ageing equipment
- Increased downtime if maintenance and renewal is not adequate
- Obsolete equipment

We will endeavour to manage these risks within available funding by:

- Providing recommended servicing
- Optimising the replacement program
- Monitoring costs of equipment
- Reviewing and continuously looking for opportunities where we can improve.

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2. INTRODUCTION

2.1 Background

This asset management plan (AM Plan) has been developed to support Council's Strategic AM Plan and communicates the actions required for the responsive management of assets (and services provided from assets), compliance with regulatory requirements, and funding needed to provide the required levels of service over a 20-year planning period.

Much of Council's core asset management information is detailed within the Strategic AM Plan and it is therefore important that this document be read in conjunction with that Plan along with other Council key planning documents including:

- Strategic Management Plan
- Long Term Financial Plan
- Annual Business Plan
- Risk Management Framework

2.2 Assets Covered by this Plan

The Plant and Equipment assets covered by this AM Plan are shown in table below.

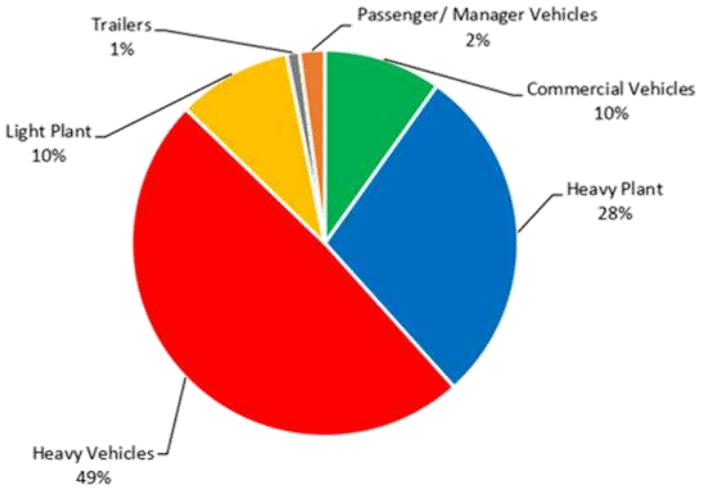
Note: All values throughout this AM Plan are shown in current (real) dollars.

Assets covered by this Plan (by asset category) as at 15th May 2024

Asset Category	Quantity	Replacement Value
Commercial Vehicles	23	$1,401,940
Heavy Vehicles	29	$6,980,000
Heavy Plant	19	$4,204,000
Light Plant *	27	$1,506,600
Passenger/Manager Vehicles	6	$302,200
Trailers *	8	$153,000
TOTAL	**112**	**$14,547,740**

* It should be noted that items with a replacement value of less than $4,000 are considered to be low value assets and therefore their value is not included in the financial sections of this plan.

Current Replacement Value by Asset Category



3. LEVELS OF SERVICE

3.1 Community Levels of Service

Service Attribute	Level of Service Objective	Performance Measure Process	Desired Level of Service	Current Level of Service
Quality/ Condition	Provide a fleet which is operational	• Maintenance failures • Labour rates • Scheduled/ unscheduled maintenance ratio	Plant and Equipment assets are managed using adopted policies and best practice standards	Plant and Equipment assets are managed using adopted policies and best practice standards
Function/ Safety	Provide sufficient Plant and Equipment assets to meet the communities desired	Specification for equipment meets operator needs	Sufficient assets are available to meet levels of service	Sufficient assets are available to meet levels of service
	Ensure assets are operated, maintained, serviced and repaired to industry standards	Roadworthy compliance	100% compliant with legislation	100% compliance
Capacity/ Utilisation	Maximise utilisation rates	• Distance travelled • Plant hours • Service intervals • Optimised renewal	Utilisation maximised	Utilisation being monitored and working towards improved utilisation and plant rationalisation

3.2 Technical Levels of Service

Service Attribute	Level of Service Objective	Performance Measure Process	Desired Level of Service	Current Level of Service
Operations and Maintenance *Budget $1,247,760 (Year 1)*	All Plant and Equipment assets are fully maintained.	Scheduled maintenance	100% compliance with manufacturers specifications	100% compliance
		Reactive maintenance	Assets to be operational	Reliant on operator reporting defects/faults
Renewal *Net Budget $3,613,220 (Year 1)*	Renewal completed on-time and within budget	Renewals in accordance with vehicle replacement plans	Renewals within annual budgets	Renewals within annual budgets
Upgrade/New *Budget $456,214 (Year 1)*	Provide a fit for purpose fleet of vehicles	Upgrades/new in accordance with vehicle replacement plans	Existing assets are fit for purpose and sufficient to meet Council needs	Existing assets are fit for purpose and sufficient to meet Council needs

3.3 Maintenance Response Levels of Service

Maintenance programs are normally focused on legislative requirements, design specifications or community expectations. The maintenance requirements include reactive, scheduled and major cyclic activities:

- Reactive maintenance is defined as unplanned repair work which is carried out in response to service requests and management/supervisory directions.
- Scheduled maintenance is work that is identified and managed through a Plant and Equipment Management System. These activities include inspection, assessing the condition against failure/breakdown standards, prioritising, scheduling, actioning the work and reporting what was done to develop a maintenance history and improve maintenance and service delivery performance.
- Major Cyclic Maintenance involves the major refurbishment of higher value components/sub-components of assets and is undertaken on a regular cycle and generally involves major plant maintenance.

3.4 Strategic and Corporate Goals

It is to be noted that Council is currently undertaking public consultation for its 2035 strategic vision and a new 4-year strategic plan is to be endorsed by November 2024.

The Asset Management Planning Approach has been identified in the Strategic Workplan 2024-27 as one of Council's Priority "Unlocking" Projects.

The following steps have been identified for the next three years.

Figure 2: Scope of the Asset Management Planning Approach - Priority "Unlocking" Project



4. FUTURE DEMAND

4.1 Demand Drivers and Impact of Services

Demand Factor	Present Position	Projection	Impact on Services
Population and Demographics *	27,749 (based on 2022 Census data) 2.3% increase in people from 2016 to 2021.	Steady increase of 0.47% per annum, with the increase expected to occur mainly in the older demographic 60+.	Increase in Plant and Equipment base to meet demand on services provisions – Waste/ Street Cleaning
Development	Increase in the development of sub-divisions.	The total number of dwellings in the City of Mount Gambier increased by 453 between 2016 and 2021.	Increase to Plant and Equipment base to meet the additional road maintenance requirements.
	Multiple Developments undertaken throughout the township areas.	Expected to continue.	Increase to Plant and Equipment base to meet the additional service requirements – Parks and Gardens, Waste.
Environment	Higher frequency of extreme weather events.	Unknown at this stage, but changes likely.	Increase to Plant and Equipment base to meet the additional road maintenance requirements as a result of extreme weather.
	Community awareness on environmental and sustainability issues is increasing.	Community expectation for assets to be environmentally sustainable as awareness increases.	Increased cost associated with purchasing environmentally friendly Plant and Equipment assets (ie. fuel efficiency).
Industry	Use of road network by heavy vehicles has been increasing over the last 10 years.	Expected to continue to increase with industry growth.	Increase to Plant and Equipment base to meet the additional road maintenance requirements as a result of increased heavy vehicle use.

** Current population and demographical information can be found in the Strategic AM Plan.*

4.2 Changes in Technology Forecast to Affect Delivery of Services

Technology Change	Affect on Service Delivery
Equipment technology increasing	Change in equipment will provide increased capacity and efficiency, better fuel efficiency and operator comfort and safety.

4.3 Demand Management Plan

Demand Driver	Impact on Services	Demand Management Plan
Development	Increase to Plant and Equipment base to meet the additional road maintenance requirements resulting from new sub divisions.	Plant and Equipment base to be assessed on an ongoing basis to ensure sufficient to meet requirements.
Environment	Increase to Plant and Equipment base to meet the additional maintenance requirements as a result of extreme weather.	Plant and Equipment base to be assessed on an ongoing basis to ensure sufficient to meet requirements.
	Increased cost associated with purchasing environmentally friendly Plant and Equipment assets (ie. fuel efficiency).	Costs to be monitored and considered during annual budget planning process.
Industry	Increase to Plant and Equipment base to meet the additional road maintenance requirements as a result of increased heavy vehicle use.	Plant and Equipment base to be assessed on an ongoing basis to ensure sufficient to meet requirements.

4.4 New Assets for Growth

The City of Mount Gambier is currently experiencing a significant amount of growth as part of this Asset Management Plan, staff have been reviewing the current Plant and Equipment and looking to the future needs of Council in the coming years.

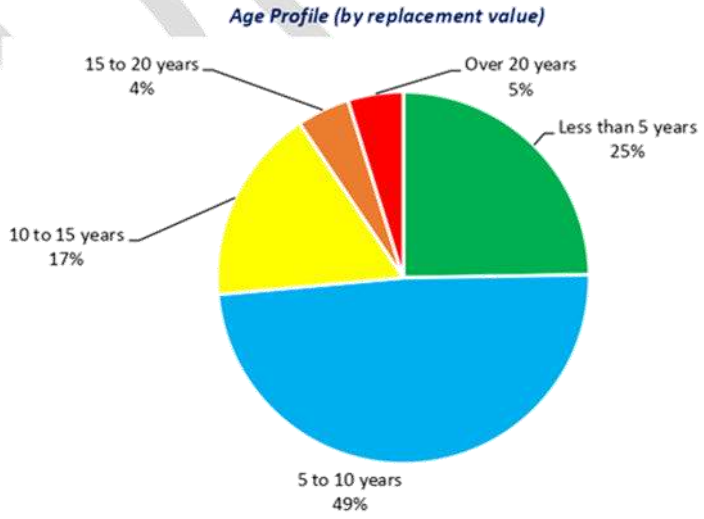
The below table highlights additional Plant and Equipment assets proposed during the period of the long-term financial plan and asset management plan, this has been forecasted for the next 10 year period only.

A provision for Minor Plant has also been included refer to Appendix B - Projected 10 year Capital Upgrade/New Plant and Equipment Program.

Proposed New Assets	Replacement Year	Replacement Value
NEW - Hako Citymaster 650 Sweeper	2024	$137,000
NEW - Ute	2025	$61,000
NEW - 5.5-6 ton Excavator	2025	$250,000
NEW - Mig Welder	2025	$4,000
NEW - Power Hacksaw	2025	$7,000
NEW - Tana E260 Compactor - Position Partner Software	2025	$94,214
NEW - Skidsteer plus attachments	2026	$265,000
NEW- Toro Groundsmaster 4010 Mower NEW	2027	$160,000
NEW - Garbage Compactor	2027	$550,000
NEW - Trashcavator/ Excavator	2028	$470,000
NEW - Dump Truck	2029	$750,000
NEW - Trommel - Ballistic Separator	2034	$1,000,000
TOTAL		**$3,611,214**

5. LIFECYCLE MANAGEMENT PLAN

5.1 Asset Age Profile



5.2 Asset Capacity and Performance

Location	Service Deficiency
Plant and Equipment maintenance facilities	Review workshop facilities and capacity to meet current and future Plant and Equipment maintenance requirements.
Utilisation	Underutilised plant that are a result of staffing, seasonal weather and communication across departments.

The above service deficiencies were identified from consultation from key stakeholders.

5.3 Asset Condition

Plant and Equipment assets are depreciated using an age based straight line method and as such there is no requirement to regularly assess the condition for revaluation purposes.

5.4 Operations and Maintenance

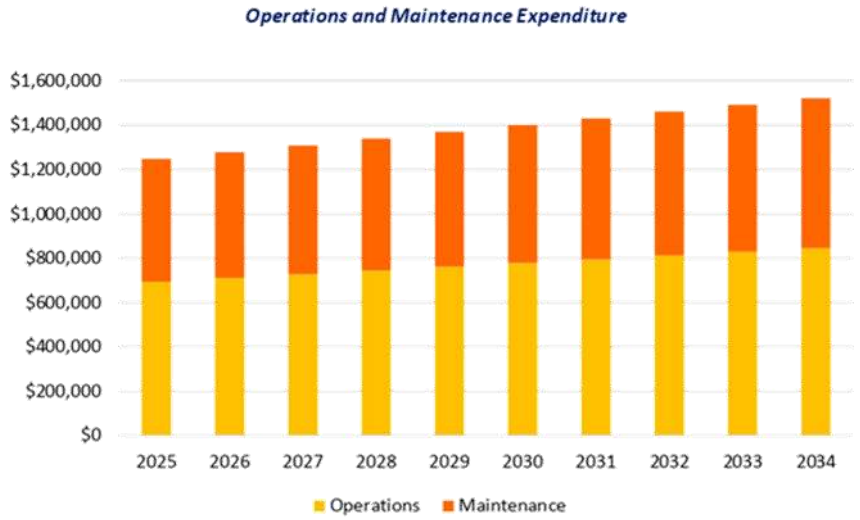
The overall plant and machinery budgets are split between the follow categories:

Operations	Maintenance
Fuel & Oil	Salaries
Insurance	Contractors - Other
Registration	Trainee/ New
	Materials
	Labour Oncost Allocation

5.4.1 Operations and Maintenance Expenditure Trends

Year	Operations $	Maintenance $
2023 Actual	$656,281	$590,193
2024 Budget	$676,081	$541,246
2025 Estimate	$692,983	$554,777
2026 Estimate	$709,885	$568,308

5.4.2 Future Operations and Maintenance



5.5 Renewal Plan

5.5.1 Ranking Criteria

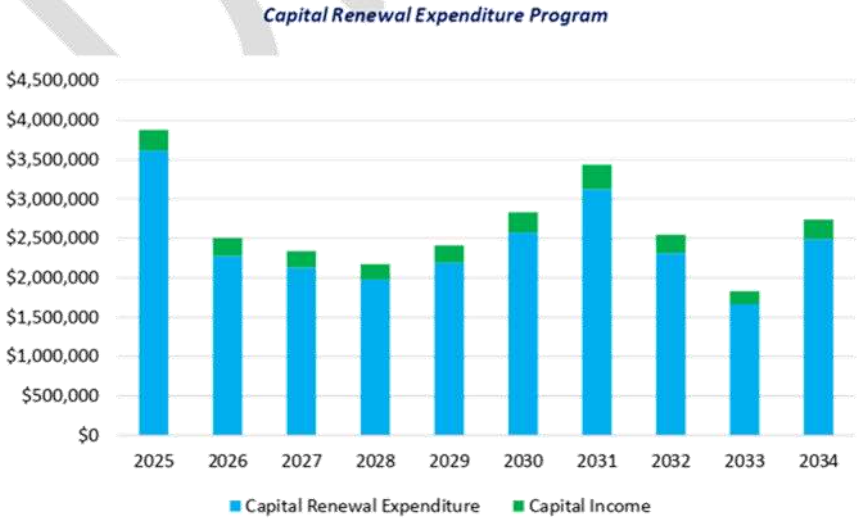
Majority of assets within this category are included in Council's plant replacement program, which is developed based on the useful lives of the assets. Only a small number of minor plant and tools are excluded from this program and are to be retained until they are no longer fit for purpose.

It should be noted that as part of this renewal plan 2025-2034:

- All Manager and Passenger Vehicles have a useful life of 4 years or 80,000km whichever comes first.
- All Commercial Vehicles have the same useful life of 4 years or 80,000km whichever comes first, however this will be reviewed (subject to utilisation).

5.5.2 Renewal expenditure

The renewal program is shown in the Appendices.



5.6 New/Upgrade Plan

5.6.1 Ranking Criteria

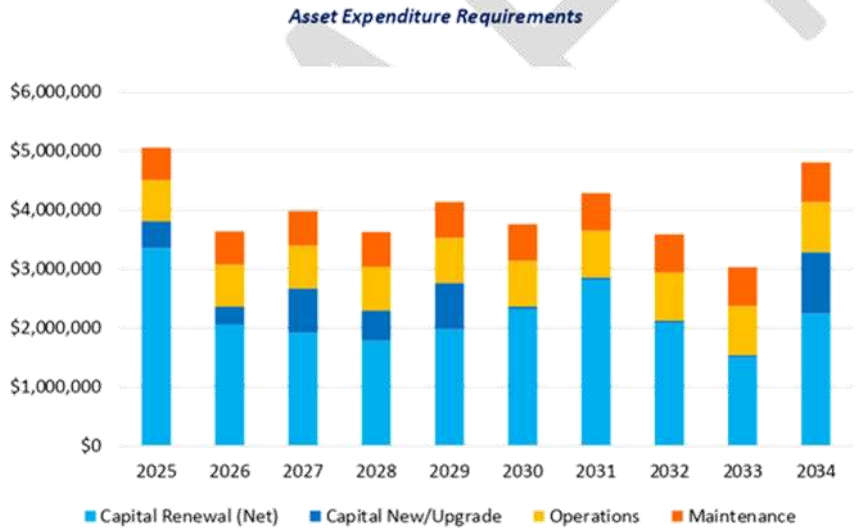
Criteria	Weighting
Benefits exceed costs and availability of funding (either from Council's Plant Replacement Program or by grants) to expand the range of plant	100%
Total	**100%**

5.6.2 New/Upgrade expenditure

This has been captured above in under **4.4 New Assets for Growth** as ***ALL*** new /upgrade capital purchases will be associated with the continued growth the City of Mount Gambier is experiencing.

5.7 Summary of asset expenditure requirements

The financial projections from this asset plan are shown below for projected operating (operations and maintenance) and capital expenditure (renewal and new/upgrade assets).



5.8 Disposal Plan

There are currently no planned disposals other than trade-in's

Asset	Reason for Disposal	Timing	Disposal Expenditure	Operations & Maintenance Annual Savings
No planned disposals (other than trade-ins)	-	-	$0	$0

5.9 Carry Overs

Given the continuing climate we are still experiencing delays in the arrival of our plant and equipment this section has been including to capture any items that may fall under this category and to help record this data to assist with reallocation of budgets over the period of the Asset Management Plan and the LTFP.

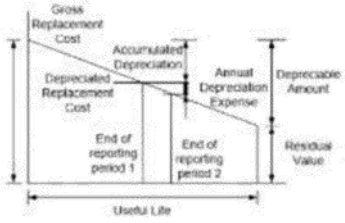
Refer to Appendix C Adjusted Carry Overs for Projected 10 year Capital Renewal Program

6. FINANCIAL SUMMARY

6.1 Asset Valuations

The value of assets recorded in the asset register as at 15th May 2024 covered by this AM Plan are shown below. Assets are valued at original purchase cost.

Historical Cost	$14,547,740
Depreciable Amount	$8,668,204
Accumulated Depreciation	$5,879,536
Depreciated Replacement Cost[1]	$8,668,204
Annual Average Asset Consumption[2]	$882,444



6.2 Sustainability

Council's sustainability reporting reports the rate of annual asset consumption and compares this to asset renewal and asset upgrade and expansion. Note that these ratios are based on year one of this AM Plan.

Asset Consumption 6.07%
(Depreciation ÷ Depreciable Amount)

Asset Sustainability Ratio 4.06%
(Capital renewal ÷ Annual depreciation)

Council's applied depreciation method, estimates for asset useful lives and residual values, for the purposes of calculating depreciation, are contained in the appendices.

6.3 Projected Expenditures for Long Term Financial Plan

Year	Operations	Maintenance	Projected Capital Renewal	Capital Upgrade/ New	Disposals*
2025	$692,983	$554,777	$3,613,220	$456,214	$0
2026	$709,885	$568,308	$2,279,160	$305,000	$0
2027	$726,787	$581,839	$2,127,980	$750,000	$0
2028	$743,689	$595,371	$1,976,000	$510,000	$0
2029	$760,591	$608,902	$2,190,990	$790,000	$0
2030	$777,493	$622,433	$2,573,160	$40,000	$0
2031	$794,395	$635,964	$3,121,980	$40,000	$0
2032	$811,297	$649,495	$2,314,000	$40,000	$0
2033	$828,199	$663,026	$1,663,590	$40,000	$0
2034	$845,101	$676,557	$2,490,160	$1,040,000	$0

** Other than planned trade-ins*

[1] Also reported as Written Down Value, Carrying or Net Book Value.
[2] Also reported as Annual Depreciation.

7. RISK MANAGEMENT

7.1 Critical Risks and Treatment Plans

Service at Risk	What can Happen	Risk Rating	Risk Treatment Plan
Ageing Plant and Equipment or Technical Obsolescence	• High incidence of breakdowns • Increased maintenance costs • Increased down time/lower utilisation rates • Increased product costs and poor efficiency • Works programs run behind schedule	High	• Service in accordance with manufacturers requirements • Investigate and replace equipment at optimal time to give the lowest lifecycle cost • Regular condition assessment of key equipment to assist in predicting maintenance and renewal needs • Maintenance is managed appropriately at an operational level
Plant and equipment reduced safety	Underfunding of renewals in the future	High	Investigate and replace equipment at optimal time to give the lowest lifecycle cost and improved safety

8. PLAN IMPROVEMENT AND MONITORING

8.1 Improvement Plan

Action	Responsibility	Timeline
Completed and Ongoing Actions		
Develop risk management plan.	MOD/MOI	Ongoing
Continue to improve maintenance records and data stored	MOI/AMO	Ongoing
Current Actions		
Major review of utilisation and rationalisation of major plant and equipment.	MOI	June 2026

8.2 Monitoring and Review Procedures

This AM Plan will be updated biennially to ensure it represents the current service level, asset values, projected operations, maintenance, capital renewal and replacement, capital upgrade/new and asset disposal expenditures and projected expenditure values incorporated into Council's long term financial plan.

9. APPENDICES

Appendix A	Projected 10 year Capital Renewal Program
Appendix B	Adjusted Carry Overs for Projected 10 year Capital Renewal Program
Appendix C	Projected 10 year Capital Upgrade/New Plant and Equipment Program
Appendix D	Asset Useful Lives and Valuation Matrices

Appendix A Projected 10 Year Capital Renewal Program

Asset Type	Current Asset ID	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
Rollers	33									$234,000	
Rollers	34			$204,000							
Rollers	35										
Rollers	36										
Rollers	37										
Loaders	40		$190,000								
Compactor	41	$1,050,000									
Loaders	43						$250,000				
Loaders	44			$250,000							
Loaders	45						$250,000				
Loaders	47							$190,000			
Graders	48			$450,000							
Tractors	52	$91,000									
Tractors	54				$91,000						
Tractors	56			$91,000							
Tractors	57		$91,000								
Brush Chippers	80				$132,000						
Tractors	222	$91,000									
Hydro Mulcher	384										
Excavators	NEW										

Asset Type	Current Asset ID	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
Excavators	NEW								$250,000		
Skidsteers	NEW									$265,000	
Compactor	NEW										
Trucks	1								$95,000		
Trucks	2							$199,000			
Trucks	3						$92,000				
Trucks	4	$105,000									
Trucks	5										
Trucks	6							$230,000			
Trucks	7						$144,000				
Trucks	8							$105,000			
Trucks	11						$95,000				
Trucks	13					$110,000					
Trucks	14										
Trucks	15								$480,000		
Trucks	18				$550,000				$550,000		
Trucks	19										
Trucks	21						$144,000				
Trucks	22							$199,000			
Trucks	24				$105,000						
Trucks	25				$105,000						
Trucks	26					$320,000					
Trucks	27		$105,000								
Trucks	28				$199,000						
Trucks	29	$199,000									

Asset Type	Current Asset ID	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
Trucks	30	$550,000				$550,000				$550,000	
Trucks	31			$550,000				$550,000			
Trucks	39				$550,000				$550,000		
Trucks	58		$550,000				$550,000				$550,000
Sweepers	62		$450,000					$450,000			
Trucks	142					$105,000					
Trucks	146									$150,000	
Trucks	NEW							$550,000			
Trucks	NEW										
Sweepers	61										
Forklifts	65					$48,000					
Mowers	70	$40,000					$40,000				
Mowers	71	$41,000					$41,000				
Mowers	72	$41,000					$41,000				
Mowers	73	$41,000					$41,000				
Mowers	74		$41,000					$41,000			
ATV	75		$15,000					$15,000			
Mowers	76	$41,000					$41,000				
Mowers	77					$150,000					$150,000
Mowers	78					$150,000					$150,000
Mowers	79		$49,000					$49,000			
Stump Grinders	81									$50,600	
Slashers	82			$35,000							$35,000
Spray Unit	83			$25,000							

Asset Type	Current Asset ID	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
ATV	85					$36,000					
Slashers	87	$35,000							$35,000		
Linemarkers	91						$36,000				
Kerbmaker + Trailer	92					$85,000					
Sweepers	94			$35,000							
Sweepers	95			$42,000							
Steam Cleaner	96		$35,000								
Mowers	144					$150,000					$150,000
Forklifts	145							$48,000			
Sweepers	NEW					$140,000					$140,000
Mowers	NEW								$160,000		
Spray Unit	TBC	$25,000									
Slashers	TBC						$35,000				
Commercial Vehicles	9			$61,000				$61,000			
Commercial Vehicles	10		$64,990				$64,990				$64,990
Commercial Vehicles	12			$61,000				$61,000			
Commercial Vehicles	16				$61,000				$61,000		
Commercial Vehicles	17		$64,990				$64,990				$64,990
Commercial Vehicles	20		$64,990				$64,990				$64,990
Commercial Vehicles	23			$64,990				$64,990			
Commercial Vehicles	63	$56,000				$56,000				$56,000	
Commercial Vehicles	93				$56,000				$56,000		
Commercial Vehicles	103	$56,000				$56,000				$56,000	
Commercial Vehicles	106		$61,000				$61,000				$61,000

Asset Type	Current Asset ID	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
Commercial Vehicles	107		$61,000				$61,000				$61,000
Commercial Vehicles	108	$61,000				$61,000				$61,000	
Commercial Vehicles	109			$61,000				$61,000			
Commercial Vehicles	110			$61,000				$61,000			
Commercial Vehicles	113		$64,990				$64,990				$64,990
Commercial Vehicles	115			$61,000				$61,000			
Commercial Vehicles	119		$61,000				$61,000				$61,000
Commercial Vehicles	130		$56,000				$56,000				$56,000
Commercial Vehicles	143				$61,000				$61,000		
Commercial Vehicles	147	$65,000				$65,000				$65,000	
Commercial Vehicles	148				$56,000				$56,000		
Commercial Vehicles	362			$64,990				$64,990			
Commercial Vehicles	NEW					$64,990				$64,990	
Passenger/Manager Vehicles	120		$48,000				$48,000				$48,000
Passenger/Manager Vehicles	123		$55,100				$55,100				$55,100
Passenger/Manager Vehicles	126	$48,000				$48,000				$48,000	
Passenger/Manager Vehicles	127		$55,100				$55,100				$55,100
Passenger/Manager Vehicles	128		$48,000				$48,000				$48,000
Passenger/Manager Vehicles	129		$48,000				$48,000				$48,000
Trailers	84						$20,000				
Trailers	293	$17,000									
Trailers	307			$11,000							
Trailers	320				$10,000						
Trailers	356								$10,000		

Asset Type	Current Asset ID	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
Trailers	372									$37,000	
Trailers	373									$30,000	
Trailers	381										$18,000
		$2,649,000	$2,279,160	$2,127,980	$1,976,000	$2,190,990	$2,573,160	$3,121,980	$2,314,000	$1,663,590	$2,490,160

Appendix B Adjusted Carry Overs for Projected 10 Year Capital Renewal Program

This table account for the carryovers from previous financial years.

Asset Type	Current Asset ID	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
Trucks	39	$550,000									
Trucks	5	$184,380									
Trucks	19	$229,840									
		$964,220	$0	$0	$0	$0	$0	$0	$0	$0	$0
Total Capital Renewal		$3,613,220	$2,279,160	$2,127,980	$1,976,000	$2,190,990	$2,573,160	$3,121,980	$2,314,000	$1,663,590	$2,490,160

Appendix C Projected 10 year Capital Upgrade/New Plant and Equipment Program

Asset Type	Current Asset ID	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
Commercial	TBC	$61,000									
Excavators	TBC	$250.000									
Minor Plant	TBC	$40,000	$40,000	$40,000	$40,000	$40,000	$40,000	$40,000	$40,000	$40,000	$40,000
Minor Plant	TBC	$4.000									
Minor Plant	TBC	$7.000									
Heavy Plant	TBC	$94.214									
Skidsteer	TBC		$265.000								
Mower				$160.000							
Trucks				$550.000							
Excavators					$470.000						
Trucks						$750.000					
Heavy Plant											$1.000.000
		$456,214	$305,000	$750,000	$510,000	$790,000	$40,000	$40,000	$40,000	$40,000	$1,040,000

DRAFT

Appendix D Asset Useful Lives and Valuation Matrices

Asset Type	Asset Sub Type	Useful Life	Residual %	Valuation Matrix
Commercial Vehicles	Utilities (Dual Cab)	4	20	Age Based (Straight Line Method)
	Utilities (Single Cab)	4	20	
Passenger Vehicles	All Types	4	20	
Heavy Vehicles	Trucks (<5 tonne)	10	20	
	Trucks (5-10 tonne)	10	30	
	Trucks (>10 tonne)	10	30	
Heavy Plant	Brush Chippers	10	30	
	Graders	15	30	
	Loaders (Front End)	10	20	
	Rollers (All Types)	20	10	
	Street Sweepers	5	20	
	Tractors	10	20	
Light Plant				
	Forklifts	10	20	
	Linemarkers	10	15	
	Loaders (Skid Steer)	7	20	
	Motor Bikes/ATVs	10	20	
	Ride On Mowers	5	20	
	Slashers	7	20	
Trailers	Tipping Trailers	15	20	
	Linemarker	15	0	
	Single Axle Trailers	15	20	
	Tandem Axle Trailer	15	20	
Other Vehicles	Other Vehicles	Individually Determined		
Minor Plant	Minor Plant	Individually Determined		

Note: The above useful lives and residuals are a guide only and each asset is determined individually upon purchase.

16.5 UNAUDITED INFRASTRUCTURE VALUATION AS AT 1 JULY 2023 – REPORT NO. AR24/10208

Committee:	**Audit and Risk Committee**
Meeting Date:	**3 June 2024**
Report No.:	**AR24/10208**
CM9 Reference:	**AF11/863**
Author:	**Julie Scoggins, Manager Financial Services**
Authoriser:	**Jane Fetherstonhaugh, General Manager Corporate and Regulatory Services**
Summary:	**The purpose of this report is to summarise the financial impacts of the unaudited external infrastructure asset revaluation as at 1 July 2023.**
Strategic Plan Reference:	**Goal 1: Our People** **Goal 2: Our Location** **Goal 3: Our Diverse Economy** **Goal 4: Our Climate, Natural Resources, Arts, Culture and Heritage** **Goal 5: Our Commitment**

REPORT RECOMMENDATION

1. That Audit and Risk Committee Report No. AR24/10208 titled 'Unaudited Infrastructure Valuation as at 1 July 2023' as presented on 03 June 2024 be noted.

TYPE OF REPORT

Other

BACKGROUND

1. **Australian Accounting Standards Requirement** - Australian Accounting Standards require assets to be periodically independently revalued. Generally accepted accounting practice is for this to occur at least once every five years. The purpose to ensure that financial statements provide a more accurate representation of financial position.

2. **Council Policy -** Asset Accounting Policy provides further direction including that revaluations are performed at sufficient frequency to reduce material difference at reporting date and requires that Infrastructure assets are revalued every 4 years by a Valuer external to Council. It should be noted that the revaluation of all infrastructure assets was unable to be completed in its entirety as at 30 June 2023 with the remaining classes completed as at 1 July 2023 and enclosed herewith.

3. **Outsourcing of Condition Audits and Valuations** - Further to initial discussions with Dean Newbery and Partners (external auditors), it was decided that Council would outsource both the condition audits and valuations for the whole Infrastructure asset class.

4. **Interim Audit 2022/2023 Detailed Audit Findings** – The table below shows the detailed audit findings.

   In September 2023 further to the findings below a report was brought to the Audit and Risk Committee including the major classes for this asset category being Roads, Footpaths, Kerbs and Guttering classes

   The information from this revaluation was used as the basis for the draft Asset Management Plan included in this agenda.

Audit Matter Reference	Audit Priority Rating	Audit Finding & Recommendation	Management's Response	Expected Completion Date
1.	Moderate	Council is currently in the process of completing revaluations of the Roads, Footpaths, Kerbs and Guttering asset classes. Council has engaged external consultants to perform the asset valuations which is to be applied with an effective valuation date of 30 June 2023. It is important that Council's Administration also undertakes its own internal due diligence on all asset valuation information and data prior to being adopted by Council to ensure that assumptions applied (by external valuers) are consistent with Council's own adopted asset service standards and asset management practices. Given the material nature of asset valuations, we recommend that the due diligence performed by the Administration along with the asset valuations reports be presented to the Audit and Risk Committee for their consideration. Once asset valuations have been completed, we recommend Council undertakes an update to its Infrastructure Asset Management Plans (IAMP) and Long-Term Financial Plan (LTFP), to ensure that updated assumptions regarding future maintenances funding, asset replacement cost and forecasted depreciation expense are all reflected.	Further to the condition audits for all Infrastructure asset categories Council staff have contracted out the completion of the revaluation. City Infrastructure and Financial Services staff are working with the consultants to build the revaluation. The asset valuation reports will be brought to a special Audit and Risk Committee to be scheduled in August/September along with a revised Asset Accounting policy that will be aligned with the recommendations from the revaluation. Further to the IAMP and LTFP review undertaken with current draft documents endorsed by Council for public consultation, another version of both documents will be taken to Council for review in December for adoption in January.	August/ September 2023 January 2024

5. **Additional Valuation** - It was decided that a separate valuation would be undertaken as at 1 July 2023 for the following asset classes due to their complexities (in particular stormwater drainage):

   - Stormwater and Drainage
   - Carparks
   - Retaining Walls.

6. **Condition Audits** - This activity was outsourced to a consultant independent to the Valuer and undertaken from December 2022 to March 2023. The Valuer utilised condition ratings provided without verification.

7. **Asset Valuation** - An external organisation was selected to undertake the valuation for the Infrastructure assets. They are recognised as sector experts with access to a database including information from approximately 250 councils.

8. **Audit and Risk Committee Terms of Reference** (Adopted April 2024) **-** in alignment with the terms of reference of the Audit and Risk Committee (the Committee) as follows:

   12. ROLE OF THE AUDIT AND RISK COMMITTEE:

   12.1 Financial Reporting:

   The Committee shall:

   12.1.1 Financial Statements *- Monitor the integrity of the financial statements of the Council, including in its annual report, reviewing significant financial reporting issues and judgements which they contain.*

   12.1.2 Review and challenge - where necessary:

   - *The consistency of, and/or any changes to accounting policies.*
   - *The methods used to account for significant or unusual transactions where different approaches are possible.*
   - *The compliance with appropriate accounting standards and use of appropriate estimates and judgements, taking into account the views of the external auditor.*
   - *The clarity of disclosure in the Council's financial reports and the context in which statements are made; and*
   - *All material information presented with the financial statements, such as the operating and financial review and the corporate governance statement (insofar as it relates to the audit and risk management).*

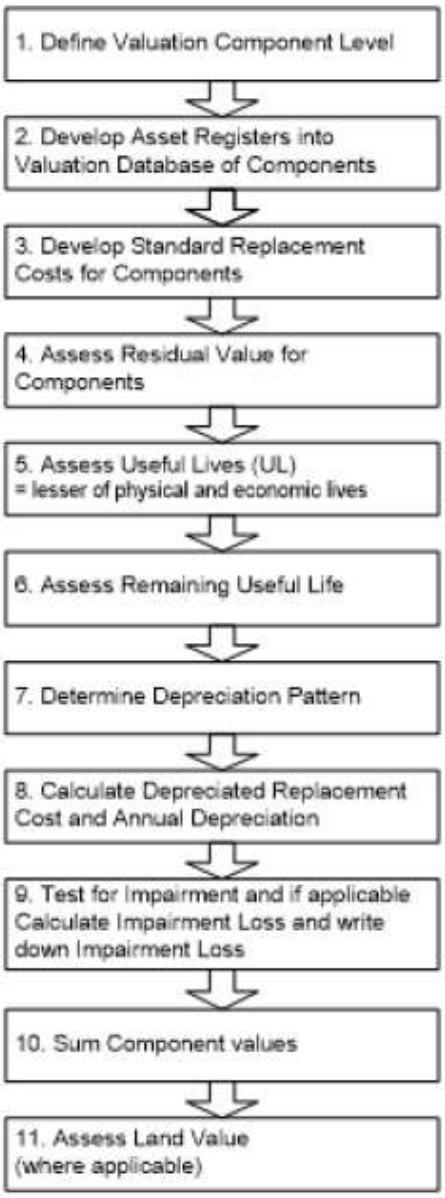
   i.e. the Committee is responsible for monitoring the integrity of the financial statements of the Council. This revaluation is material information for inclusion and review.

PROPOSAL

1. **Revaluation Undertaken** - The valuers undertook a revaluation of Council's Infrastructure (non-current assets) Financial Class, for the purposes of Accounting Compliance (Fair Value) in accordance with the Australian Accounting Standards which include:
   - AASB13 – Fair Value Measurement;
   - AASB116 – Property Plant and Equipment;
   - AASB5 – Assets Held for Sale; and
   - AASB136 – Impairment.

2. **Approach and Methodology** - As shown below:

   2.1 **Valuation Approach** - In performing the valuation is in accordance and guidance of the relevant Australian Accounting Standards and the Code Update 28. The Australian Infrastructure Financial Management Guidelines (AIFMG) issued by the Institute of Public Works Engineering Australasia has been applied to guide the revaluation process.



2.2 **Valuation Date –** A valuation date of 1 July 2023 has been used. It is also worth noting that this is the approach that was discussed with the external auditors at the balance date audit for the financial year 2023.

2.3 **Fair Value Disclosures** - The asset values are based upon the Fair Value of these assets as per AASB13 Fair Value Measurement (i.e. fair value is the price that would be received to sell an asset or paid to transfer a liability in an orderly transaction between market participants at the measurement date). Fair value is a market based approach and not entity specific. Other fair value measurement assumptions employed include:

- **Observable Market** - maximising the use of relevant observable and minimising the use of unobservable inputs eg, quoted prices in active markets for identical assets.
- **Assets held for sale -** It should be noted no assets were deemed to be held for sale to alter this fair value assumption.

2.4 **Valuation techniques used to derive fair value** - Are as follows:

- **Specialised Assets** - Most public sector infrastructure assets are considered specialised assets, as they are designed to provide goods or services to meet specific community obligations that cannot be feasibly fulfilled through other means. As a

result, these assets often have no practical alternative uses, as Council is mandated to continue providing these essential services to the community. Therefore these assets were valued using Level 3 valuation inputs using the cost approach.

- **Componentisation** - The approach estimates the replacement cost for each asset by componentising each asset into significant parts with different useful lives and considering a range of factors, where appropriate.
- **Professional Judgement** – Other inputs such as estimates of useful lives, remaining life profiles and asset conditions require extensive professional judgement which impacts significantly on the final determination of the assets fair value.
- **Highest and Best Use** - All assets valued at Fair Value are being used for their highest and best use.

3. **Assets not included in the valuation scope** - The following assets have been excluded from this valuation:
   - **Assets not considered in Council control** - Assets controlled and maintained by other government authorities and/or private owners. For example, stormwater and drainage assets controlled by the Department for Infrastructure and Transport (DIT).
   - **Infrastructure Assets** - Roads, Footpaths and Kerb and Guttering previously valued as at 30 June 2023.
   - **Land** - Infrastructure assets are generally located on land or in the case of stormwater and drainage underground. Due to the nature of land assets these are contained in their own asset class and not included in the valuation.

4. **Valuation Summary**: The table below provides an overview of Fair Value as provided by the Valuers.

Financial Sub Class	Asset Type	Level of Valuation Input	Valuation Technique	Replacement Cost	Accumulated Depreciation	Fair Value	Forecast Annual Depreciation
Stormwater	Bore	Level 3	Cost	$3,354,610	$0	$3,354,610	$0
	Gross Pollutant Trap	Level 3	Cost	$7,242,749	$2,124,009	$5,118,739	$84,886
	Pipes	Level 3	Cost	$18,915,547	$5,480,158	$13,435,389	$162,974
	Pits	Level 3	Cost	$6,081,310	$2,086,305	$3,995,005	$67,983
Stormwater Total				**$35,594,215**	**$9,690,473**	**$25,903,742**	**$315,842**
Carpark	Surface	Level 3	Cost	$1,931,256	$618,578	$1,312,678	$86,630
	Pavement	Level 3	Cost	$5,772,814	$1,838,774	$3,934,039	$115,456
	Kerb	Level 3	Cost	$1,759,922	$509,455	$1,250,467	$22,930
	Retaining Walls	Level 3	Cost	$1,136,841	$333,694	$803,146	$12,090
Carpark Total				**$10,600,833**	**$3,300,501**	**$7,300,330**	**$237,106**
Retaining Walls	Retaining Walls	Level 3	Cost	$5,653,686	$1,355,011	$4,298,675	$64,498
			Totals	**$51,848,734**	**$14,345,985**	**$37,502,747**	**$617,447**

5. **Data Currency** - Information is based on inspections undertaken in mid-2023. The contractor inspected all assets within the Council boundary and confirmed asset attribute details such as asset types, widths, lengths, counts and related condition scores. Council administration inspected and provided further information to Valuers as required more recently.

6. **Unit Rates** - Data sources have included Council's most recent project costs, tendered rates and published rates such as ARC360© and Rawlinson's Construction handbook.

7. **Analysis of Results/Financial Impact** - As shown in the tables below the expected financial impact as follows:

   7.1 **Fair Value as a Percentage of gross (or nominal) replacement cost** - The valuation was confirmed as reasonable and within expectations with a remaining service index of 71.4% for carparks and retaining walls and 72.8% for stormwater and drainage. This determination was based upon the following:

   - **Benchmarking** - In general the condition of assets is similar when compared to other like councils.
   - **Current and Historical Practices** - With regards to capital and maintenance expenditure.

Financial Subclass	Measure	QTY	Replacement Cost	Accumulated Depreciation	Fair Value	Annual Depreciation	Remaining Service Index Ratio	Depreciation Ratio
Carpark Surface	Sqm	113,348	$1,931,256	$618,578	$1,312,678	$86,630	68.0%	4.5%
Carpark Pavement	Sqm	113,348	$5,772,814	$1,838,774	$3,934,039	$115,456	68.1%	2.0%
Carpark Kerb	m	12,202	$1,759,922	$509,455	$1,250,467	$22,930	71.1%	1.3%
Carpark Retaining Walls	Sqm	955	$1,136,841	$333,694	$803,146	$12,090	70.6%	1.1%
Retaining Walls	Sqm	5,410	$5,653,686	$1,355,011	$4,298,675	$64,498	76.0%	1.1%
Totals			**$16,254,518**	**$4,655,513**	**$11,599,005**	**$301,605**	**71.4%**	**1.9%**

Stormwater Drainage asset type	Qty	Length (m)	Replacement Cost	Accumulated Depreciation	Annual Depreciation	Fair Value	Remaining Service Index Ratio	Depreciation Ratio
Bore	418	29,126	$3,354,610	$0	$0	$3,354,610	100.0%	0.0%
Gross Pollutant Trap	369		$7,242,749	$2,124,009	$84,886	$5,118,739	70.7%	1.2%
Pipes		34,388	$18,915,547	$5,480,158	$162,974	$13,435,389	71.0%	0.9%
Pits	659		$6,081,310	$2,086,305	$67,983	$3,995,005	65.7%	1.1%
Totals			**$35,594,215**	**$9,690,473**	**$315,842**	**$25,903,742**	**72.8%**	**0.9%**

8. Comparison to Prior Financial Statements:

8.1 **Prior Year Financial Statements Comparison** - The following table provides a summary of changes between the values reported in the prior year financial statements and the Valuation. Please note that the explanation for the variances is aligned with the commentary included in point 8.2:

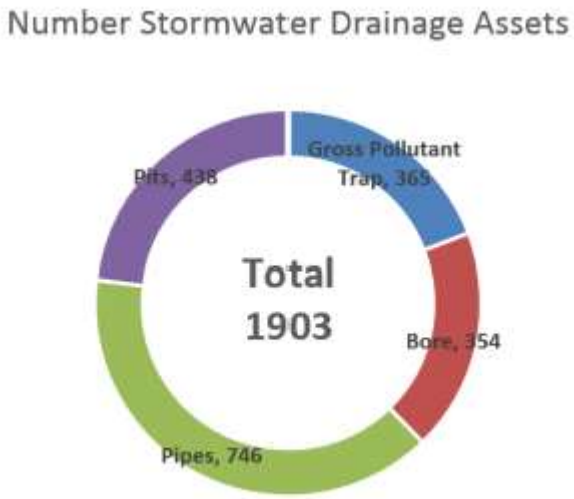
Asset Class	Financial Statement Fair Value 30/06/2023	Valuation 01/07/2023	Fair Value Variance	Comments
Carpark	7,235	7,300	0.90%	improvement to quantification and componentisation of assets with significant changes to useful life assumptions and valuation methodology (internal versus external).
Retaining Walls	397	4,299	982.79%	significant found assets 66 of 69 total assets
Stormwater Drainag	7,257	25,904	256.95%	improvement to quantification and componentisation of assets with significant changes to useful life assumptions. Some found assets.
	14,889	**37,503**	**151.88%**	

8.2 **Increase in Fair Value of $22.6m or 152%** - Is due to the following:

- **Unit Rates** - Were not revised/indexed since 2018 (the previous valuation). These have now been revised based on recent procurement activity, contracted rates, and benchmarking.
- **New Condition Data Mid 2023** - The methodology applied has been standardised across all assets.
- **Updated Attribute Data** - The standard of materials and quantities data has improved further to the previous valuation.
- **Componentisation** - Paragraph 43 of AASB116 require that each part of the asset with a cost that is significant in relation to the total cost of the asset be depreciated separately. Previous valuations did not separately identify components, which has been rectified in this valuation details as follows:

  Carparks - were capitalised as a singular unit without components. An average of 40 years useful life was applied.
  - **Carpark Surface** - useful average of 19 years, with a median of 15 years.
  - **Carpark Pavement** - useful average and median of 50 years.
  - **Carpark Kerbing** - useful life average 78 years and median of 80 years

  Stormwater and Drainage - have increased significantly due to improvements to the quality and quantification of data. Prior to Valuation a singular asset was used to capitalise the majority of stormwater and drainage asset information. It is estimated that this asset class will increase to approximately 1,900 separate identifiable assets, a sizeable piece of work that is currently being worked through with the External Auditors.



8.3 **Found Assets - Status Update:**

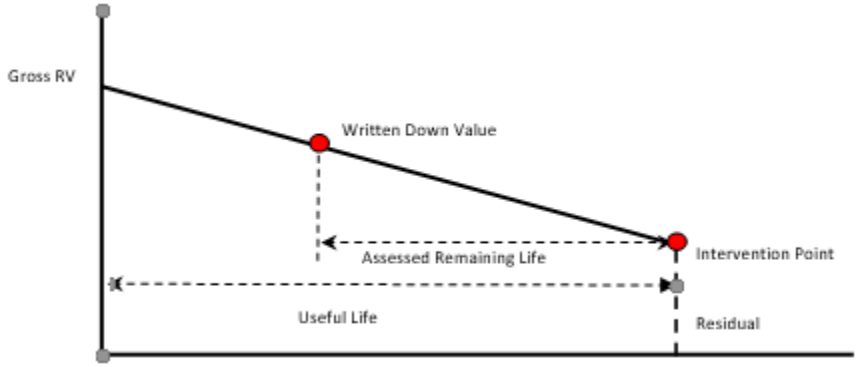
Progress To Date - Significant steps have been made to improve the quality and quantification of asset data with the following changes made to date:

- **Outsourcing of condition audits and valuations** - The impact of this can been seen in found assets that were not previously separately identified or valued.
- **Found Asset Categorisation** - Identification between actual found assets and asset categorisation movement due to changes in methodology is now aligned with sector standards. Notable findings so far include:
  - **Carparks -** Carpark assets were previously not componentised and were valued as a whole (e.g. a single all inclusive asset per carpark). They have now been split into 4 components: surface, pavement, kerb, retaining walls.
  - **Retaining Walls -** Includes gifted assets as part of redevelopments.
  - **Stormwater Drainage -** Were previously capitalised under a "bulk asset" where additions would be posted.
- **External Audit** - Currently working with external auditors to review found assets, movements, and Asset Revaluation Reserve.
- **Financial Statements reconciliation** - Update relevant Notes to the Statements in relation to found assets and valuation methodology.
- **Found Assets Summary** - The information is included to provide an estimate of the value of found assets and componentisation improvements that Council Administration are currently working through. This is indicative only:
  - **Car Parks** - 14 car parks to the value of $837k;
  - **Retaining Walls** - 58 retaining walls with a value of $3,869k (noting that a considerable component were gifted assets).
  - **Stormwater Drainage** - Assets with a value of $514k.

8.4 **Depreciation** - Depreciation has increased by c$0.2m when compared to Financial Statements as at 30 June 2023, (refer to table below for breakdown). The impact of this revaluation has been incorporated in Budget Review 3 FY 2024 ($225k) and the Draft FY 2025 Budget ($245k).

Asset Class	Financial Statement Annual Depreciation	Valuation Annual Depreciation 01/07/2023	Annual Depreciation Variance
Carpark	256	237	-7.38%
Retaining Walls	7	64	821.40%
Stormwater Drainage	125	316	152.67%
	388	**617**	**59.14%**

- **Depreciation Methodology** - It is proposed Council apply a straight-line condition-based remaining life approach when calculating the remaining life of the asset.



- **Remaining Life** - Remaining life and subsequent service potential has been determined and applied in line with the following ratings (noting that different asset types have different remaining useful lives/written down value ratios):
  - **Brand New** - Condition rating 0;
  - **Very Good - No Defects** - Condition rating 1;
  - **Good - Nil To Minor Defects** - Condition rating 2;
  - **Fair - Some Defects** - Condition rating 3;
  - **Poor - Plan For Renewal** - Condition rating 4;
  - **Very Poor - Requires Capex** - Condition rating 5; and
  - **EoL - No Service Potential -** Condition rating 6.
- **Residual Value** - No allowance has been made for residual value in this valuation as it is considered doubtful that any material value will be recoverable from Council's Infrastructure assets at the end of their useful lives.

9. **Impairment** - All Infrastructure assets (as per the scope) have been assessed for impairment and no assets were identified to be held in excess of their recoverable amount.

10. **Development of future Asset Management Plans, Forward Works and Maintenance Programs:**

- **Inform more detailed planning** - The newly obtained data and condition assessments will assist Council Administration in further improving its forward programming for maintenance and renewal works.
- **Asset Management Planning** - Detailed planning will inform specific Infrastructure renewal, upgrade and repair/maintenance works to be included in future forward works programming, asset management planning and budgeting.

11. **Next Steps:**
    - **Asset Accounting Policy** - Review and update Asset Accounting Policy as part of the annual policy review at the June Audit and Risk Committee meeting for adoption at the June Council meeting.
    - **External Audit Review -** External Auditors to review and sign off prior to the finalisation of the year end.
    - **Financial Statements -** Inclusion of relevant notes in relation to found assets and revaluation methodology.
    - **Asset Management and LTFP** - Information will form the foundation for the forward works program to be included in future iterations of the Asset Management Plans and LTFP.
    - **Process Improvement** - For the identification of gifted infrastructure assets as part of development.

LEGAL IMPLICATIONS

Accounting Standards:

In accordance with AASB13 Cl 89 the most reliable inputs have been used for this revaluation with information as provided by Council. All assets within this Financial Class were valued using the cost approach. There were no assets valued where it was assumed that the highest and best use was other than its current use.

STRATEGIC PLAN

Asset management is a key component of Council's Strategic Plan.

COUNCIL POLICY

Asset Accounting Policy

A900 Asset Management Policy

ECONOMIC IMPLICATIONS

The valuation has been updated to reflect recent market conditions.

ENVIRONMENTAL IMPLICATIONS

N/A

SOCIAL IMPLICATIONS

N/A

CULTURAL IMPLICATIONS

N/A

RESOURCE IMPLICATIONS

N/A

VALUE FOR MONEY

N/A

RISK IMPLICATIONS

N/A

EQUALITIES AND DIVERSITY IMPLICATIONS

N/A

ENGAGEMENT AND COMMUNICATION STRATEGY

N/A

IMPLEMENTATION STRATEGY

The valuation data will be used to inform future budgets, Council's Long Term Financial Plan and future financial statements.

CONCLUSION AND RECOMMENDATION

That the Audit and Risk Committee review and note the contents of this report as the unaudited Infrastructure revaluation as at 1 July 2023.

ATTACHMENTS

Nil

16.6 POLICY REVIEW - ASSET ACCOUNTING – REPORT NO. AR24/36754

Committee:	**Audit and Risk Committee**
Meeting Date:	**3 June 2024**
Report No.:	**AR24/36754**
CM9 Reference:	**AF11/863**
Author:	**Kahli Rolton, Finance Business Partner**
Authoriser:	**Jane Fetherstonhaugh, General Manager Corporate and Regulatory Services**
Summary:	**Following external valuations undertaken in the current financial year, minor improvements are proposed for the Asset Accounting Policy.**
Strategic Plan Reference:	**Goal 1: Our People** **Goal 2: Our Location** **Goal 3: Our Diverse Economy** **Goal 4: Our Climate, Natural Resources, Arts, Culture and Heritage** **Goal 5: Our Commitment**

REPORT RECOMMENDATION

1. That Audit and Risk Committee Report No. AR24/36754 titled ‘Policy Review - Asset Accounting’ as presented on 03 June 2024 be noted.
2. That the Asset Accounting Policy as attached to Report No. AR24/36754 having been reviewed by the Audit and Risk Committee on 3 June 2024 be adopted.
3. That the Chief Executive Officer or Delegate be authorised to make any necessary changes to the policies arising from this meeting, together with any typographical corrections, amendments to position or organisation titles, and finalisation of the document’s formatting that do not materially alter the integrity of the document.

TYPE OF REPORT

Corporate

BACKGROUND

1. **Audit and Risk Committee Terms of Reference (Adopted 16 April 2024)** – In alignment with the terms of reference of the Audit and Risk Committee (the Committee) Roles are as follows:

   The Committee shall:

   12.1.2 Review and challenge - where necessary:

   - *The consistency of, and/or any changes to accounting policies.*

2. **Last Review of Policy** – The last review of the Asset Accounting policy was completed by the Audit and Risk Committee at the meeting on 11 September 2023 and adopted at the following Council meeting. This review was completed following the asset valuation for the major classes within the Infrastructure asset class.

3. **External Valuations –** Since the adoption of the last review, City of Mount Gambier (CoMG) have completed two external valuations for:

   (a) Buildings and Structures

   (b) Other Infrastructure, including:

   (i) Carparks

   (ii) Storm water and drainage

   (iii) Retaining walls

   Considerable work was undertaken by staff and the external valuers to review methodology and approaches to the asset classes valued, including asset lives which will now need to be reflected in this policy.

PROPOSAL

1. **Minor Changes** - are proposed for the Policy to ensure the following (as shown in red in the attached draft policy):

   - **Depreciation Methodology, asset useful lives** – These are reflective of the work undertaken by recent external valuations for buildings and structures and other infrastructure asset classes.
   - **Non-recognition of Depreciation** – includes the definition for bore assets included as part of the other infrastructure external valuation.
   - **Frequency of Revaluation** – reflects improvement to internal administration in relation to annually indexing values in “off” valuation years. This is important to reduce the impact of spikes in depreciation in future years. As per this policy all asset categories listed have incurred holistic or partial revaluations as at 30 June 2023 or 1 July 2023, excluding Recreation and Open Space which is not yet separately categorised (however assets that will be included of this asset class have already been revalued as part of the valuations already undertaken), due to be as part of the stage of Council’s Asset Management Planning Approach project.
   - **Assets not subject to revaluation** – Has been updated to include guard rails and safety barriers.

2. **Next Steps** - A review of capital thresholds will be undertaken with key stakeholders across Council as part of the next stage of the Asset Management Planning Approach unlocking project (a key foundational project within Council’s three year Strategic Work Program)

LEGAL IMPLICATIONS

The Asset Accounting Policy is a key financial policy that ensures that all Council owned and controlled assets are valued and depreciated in accordance with relevant Australian Accounting Standards ("the Standards) pursuant to Local Government Act 1999 under section 303(4).

STRATEGIC PLAN

This is aligned to unlocking project: Asset Management Planning Approach as per the Strategic Workplan 2024-2027.

COUNCIL POLICY

The Asset Accounting Policy is aligned with the following Council Policies:

A900 Asset Management Policy

Procurement Policy

ECONOMIC IMPLICATIONS

Key policy that contributes to City of Mount Gambier accurately reflecting it's financial position, the value of it's assets and consumption of assets. This in turn aids City of Mount Gambier Asset Management Plans and Long Term Financial Plan to ensure sustainability.

ENVIRONMENTAL IMPLICATIONS

N/A

SOCIAL IMPLICATIONS

N/A

CULTURAL IMPLICATIONS

N/A

RESOURCE IMPLICATIONS

Application of indexation to asset values annually will require additional staff hours. It is anticipated that this will be absorbed by existing staff. A comprehensive review of asset categorisation and fair values will be undertaken during FY2024/2025.

VALUE FOR MONEY

N/A

RISK IMPLICATIONS

Prudent management of Council's financial sustainability ensures that long and short term financial risk is mitigated.

EQUALITIES AND DIVERSITY IMPLICATIONS

N/A

ENGAGEMENT AND COMMUNICATION STRATEGY

N/A

IMPLEMENTATION STRATEGY

It is intended these changes will be implemented as required.

CONCLUSION AND RECOMMENDATION

The Asset Accounting Policy is a key financial policy that ensures that all Council owned and controlled assets are valued and depreciated in accordance with relevant Australian Accounting Standards ("the Standards) pursuant to Local Government Act 1999 under section 303(4).

Minor improvements have been made to the Policy following work undertaken with external valuers on Council's Buildings and Structures and Other Infrastructure asset classes.

It is anticipated that no further changes to the minor improvements included in the draft policy are considered at this time.

ATTACHMENTS

1. DRAFT Council Policy - Asset Accounting V5.0

City of Mount Gambier	DRAFT COUNCIL POLICY ASSET ACCOUNTING POLICY	Version No:	4.0 5.0
		Issued:	3 June 2024
		Next Review:	3 June 2025

1. INTRODUCTION:

The purpose of this policy is to ensure that all Council owned assets are valued and depreciated in accordance with relevant Australian Accounting Standards ("the Standards") pursuant to Local Government Act 1999 under section 303(4).

2. PURPOSE:

The purpose of this policy is to provide clear direction to management, staff and Council in relation to the Asset Accounting function.

Council will only acquire assets after due consideration of the service needs of the community and the operating needs of the Council. Service levels will be determined in consultation with the community and in line with the Council's 'duty of care' to the community.

3. SCOPE:

The scope of this policy is to ensure:

- **Asset Life** - That Council makes a distinction between costs incurred on long-lived assets and costs incurred on goods and services for immediate consumption;
- **Depreciation** - All depreciation estimates are prepared and maintained in accordance with the Standards and reviewed annually; and
- **Revaluations** - Are performed at a sufficient frequency to ensure that the carrying amount does not differ materially from the fair value at the reporting date.

This Policy is applicable to all Council owned assets.

The scope of this policy includes 'right-of-use assets' as defined in AASB 16 Leases.

Specific exclusions from this Policy

- Library Books have been treated as an operating expense from the 2022/2023 financial year.
- Assets not considered under Council control
- Where an asset is owned as tenants in common or jointly, only the portion of ownership and control relative to Council is included.

~~The scope of this policy excludes library books have been treated as an operating expense from the 2022/23 financial year.~~

4. DEFINITIONS:

Key Term - Acronym	Definition
Amortisation	The systematic allocation of the depreciable amount of an asset over its useful life (e.g. for an asset valued at $500,000 with a 5 year useful life the annual amount amortised would be $100,000 per annum).
Asset	A resource with economic value that is owned or controlled by an entity with the expectation that it will provide a future benefit.

Key Term - Acronym	Definition
Asset Class	A group of assets having a similar nature or function in the operations and for purpose
Asset Consumption Ratio	Value of infrastructure assets/gross current replacement cost of infrastructure assets.
Asset Management	The combination of management, financial, economic, engineering and other practices applied to physical assets with the objective of providing the required level of service in the most cost-effective manner.
Asset Renewal Funding Ratio	Capital expenditure on renewal or replacement of existing assets as a percentage of asset management plans allocation. Capital expenditure on renewal or replacement of existing assets / Asset Management Plan.
Asset Register	A register for reliably recording inventory type details of an asset and may incorporate other information such as condition, valuation and location.
Carrying Amount	The amount at which an asset is recognised after deducting any accumulated depreciation and accumulated impairment losses.
Componentisation	The process of breaking down physical or non-physical asset into its individual components or parts for the purposes of accounting, valuation, and management.
Cost	The amount of cash or cash equivalents paid, or the fair value to acquire an asset at the time of its acquisition or construction.
Cost Model	After recognition as an asset, an item of property, plant and equipment shall be carried at its cost less any accumulated depreciation and any accumulated impairment losses.
Depreciation	The monetary value of an asset decreases over time (useful life) due to use, wear and tear or obsolescence. This decrease is measured as depreciation. Depreciation is the measure of 'using up' or consumption of the asset, in providing that asset to the community and is measured on an annual basis.
Depreciable Amount	The cost of an asset or any other amount substituted for cost, less its residual value.

Key Term - Acronym	Definition
Fair Value	Is the amount for which an asset could be exchanged between knowledgeable, willing parties in an arm's length transaction.
Gifted Assets	Is an asset constructed or purchased by a party other than a Council (typically a developer) and transferred to Council to maintain.
Impairment Loss	Is the amount by which the carrying amount of an asset exceeds its recoverable amount.
Intangible Assets	Are identified as non-monetary assets without physical substance. Some examples of intangible assets include; licences, intellectual property and computer software.
Maintenance	Regular ongoing day–to-day work necessary to keep assets operating, and does not extend the asset's useful life e.g. road patching. This is an operating expense as this does not increase the value of the asset.
Materiality	Information is material if its omission, mis-statement or non-disclosure has the potential, individually or collectively, to influence the economic decisions of users taken on the basis of the financial report or affect the discharge of accountability by the management or elected representatives of the Council.
New Asset	Is the creation of a new asset to meet additional service level requirements, e.g. a new building.
Non-current assets	Are assets that have an estimated life of greater than one year. They also include some financial assets that are not expected to be recovered within a year of the reporting date.
Operations	Regular activities of the council e.g. street sweeping, grass mowing, street lighting.
Right Of Use Asset	A right of use asset, or ROU, is a lessee's right to use an asset over the course of a lease.
Renewal or replacement	Of an asset is where a previously existing asset is replaced, or its service life extended, without enhancement of the service capability except where this is incidental and unavoidable. e.g. gravel re-sheeting, reseal, etc.
Residual value	Of an asset is the estimated amount that an entity would currently obtain from disposal of the asset, after deducting the estimated costs of disposal at the end of its useful life.

Key Term - Acronym	Definition
Revaluation Model	After initial recognition as an asset, an item of property, plant and equipment whose fair value can be measured reliably shall be carried at a revalued amount, being its fair value at the date of the revaluation less any subsequent accumulated depreciation and subsequent accumulated impairment losses. Revaluations shall be made with sufficient regularity to ensure that the carrying amount does not differ materially from that which would be determined using fair value at the reporting date.
Upgrade	Is the enhancement of an existing asset to provide a higher level of service, e.g. sealing an unsealed road.
Useful life	Is defined as the period over which an asset is expected to be available for use by the entity.

5. ROLES & RESPONSIBILITIES:

5.1 Council:

Council is responsible for adopting the policy, allocating resources, and providing high level oversight of the delivery of the Council's asset accounting policy. The Council is also responsible for ensuring that organisational resources are appropriately funded to guarantee adherence with this policy.

5.2 Chief Executive Officer:

The Chief Executive Officer is responsible for resourcing the implementation of the asset accounting policy and supporting procedures.

5.3 General Managers, Asset Managers, Manager Financial Services:

General Managers, Asset Managers and the Manager, Financial Services are responsible for the application of the asset accounting policy and supporting procedures.

5.4 Employees:

Employees are responsible for adhering to the policy.

6. POLICY STATEMENTS:

6.1 This Policy applies the provisions of the Local Government Act 1999 (the Act) Section 124 (Accounting Records to be Kept) regarding Council's Fixed Assets and how financial information pertaining to Fixed Asset transactions and reconciliations are undertaken across all Council operations.

6.2 This Policy underpins how Council treats various categories of transactions recorded on its fixed asset register and fixed asset transactions, culminating in their publication in the annual financial statements required under Section 127 (Financial Statements) of the Act.

7. POLICY PRINCIPLES

7.1 Valuation:

Valuation of Assets:

Fair Value - The fair value of assets and liabilities must be estimated in accordance with various Accounting Standards for either recognition and measurement requirements or for disclosure purposes.

Fair Value Hierarchy - AASB 13 Fair Value Measurement requires all assets and liabilities measured at fair value to be assigned to a "level" in the fair value hierarchy as follows:

- **Level 1**: Unadjusted quoted prices in active markets for identical assets or liabilities that the entity can access at the measurement date.
- **Level 2**: Inputs other than quoted prices included within Level 1 that are observable for the asset or liability, either directly or indirectly.
- **Level 3:** Inputs for the asset or liability that are not based on observable market data (unobservable inputs).

7.2 Depreciation:

Recognition of Depreciation Expense:

- **Commencement** - Depreciation expense commences from the time the asset is first put into use or held ready for use. Work-in-progress will not be depreciated until the asset is first put into use or held available for use.
- **Cessation** - Depreciation of an asset ceases when the asset is fully depreciated, or if the asset is determined to be held for sale. Depreciation does not cease when the asset becomes idle or is retired from active use unless the asset is fully depreciated.
- **Calculation** - In calculating depreciation on assets, each component of the asset which has a cost that is significant in relation to the total cost of the asset and has a materially different useful life, is to be depreciated separately.
- **Leasehold Improvements** - Where improvements are made to a leasehold property, these improvements will be allocated progressively over the unexpired portion of the lease or the useful lives of the improvements, whichever is the shorter. The unexpired period of the lease should include any options to extend the lease term when the exercise of the option is reasonably certain.
- **Non-Recognition Of Depreciation** - Council does not recognise depreciation on the following:
  - **Inventories** - as they are current assets;
  - **Non-current assets held for sale** - whilst classified as held for sale;
  - **Bores** - Refer to the hole in the ground only and are not traditional water bores subject to normal failures due to the unique environment of the City of Mount Gambier. The expectation is that once a bore is constructed no further work is required. In the event a bore is no longer needed or there are changes to the underground water table, thereby rendering the bores obsolete, future treatment will be that the existing bore will be left in place and abandoned with a new bore hole drilled in a more appropriate location. For noting, bore casings are separately componentised, valued and depreciated.
  - **Other relevant assets** - Land, works of art, rare books, manuscripts, unique historical and cultural objects where their service potential is not expected to diminish with time or use.

7.3 Impairment:

- An asset is impaired if the amount at which it is recognised in the Council's financial records is greater than its fair value. Council will ensure that the amount at which an asset is capitalised does not exceed its fair value. This will be reviewed on an annual basis and all impairment losses are to be shown in the operating statement as expenditure.

7.4 Depreciation Methodology:

- **Asset Lives** - All assets with a useful life of more than one year (with the exception of the asset classes shown in the Non-Recognition ~~O~~of Depreciation section above), including intangible assets are depreciated over the useful life of the asset in accordance with Accounting Standards.

Asset Useful Lives	
Asset Class	**(Years)**
Infrastructure:	
Sealed Roads - Surface	15 - 40
Sealed Roads - Road Pavement	40 - 80
Sealed Roads - Road Subbase	120 - 240
Unsealed Roads	12 - 75
Paving and Footpaths	10 - 40
Kerb & Gutter	60 - 80
Carparks	15 – ~~240~~ 80
Public Lighting	20
Stormwater Drainage	50 – ~~70~~ 125 (indefinite for bore holes)
Retaining Walls	40-120
Guard Rails and Safety Barriers	30
Buildings & Other Structures:	
Buildings	15 – ~~100~~ 250
Park Structures	20 - 30
Playground Equipment	20 – ~~30~~ 40
Benches, seats, etc	10 - 30
Waste Management – Landfill Assets	Capacity in use
Recreation and Open Space	10 - 100
Plant & Equipment and IT	3 - 30
Artworks & Historical Collections	Indefinite
Land	Indefinite
Other	10 - 15
Right of Use Assets	Life of the lease

- **Depreciation** - Are calculated on a "straight line basis" i.e. the depreciable amount divided by the useful life of the asset.
- **Asset Additions** - Any expenditure that increases the value of the asset, are

depreciated over the remaining useful life of the asset to which it relates.

- **Useful Life** - The useful life of an asset will be reviewed as required. Including at capitalisation of renewal of an asset where it is reasonable to expect that the renewal will increase the useful life of the asset in the interim period to a periodic revaluation.

7.5 Revaluations

Revaluation Methodology:

- **Asset Valuation** - Council treat the valuation of assets in two ways:
  - Firstly, where an asset is carried at cost and has some useful life after it has been fully depreciated, revaluation of the asset will not occur.
  - Secondly, assets that are carried at fair value will be revalued to ensure assets are not fully depreciated before the end of their useful life.

- **Current Replacement Costs** - Are calculated using Council's own current contract unit rates, industry benchmarks and information supplied by other Councils where available. These costs are independently assessed by an appropriately qualified professional.
- **Condition Audits** - Are undertaken to determine the consumption of the asset and hence its fair value in respect to the replacement cost.

Frequency of Revaluation:

- **Fair Value Assets** - All assets carried at fair value are reviewed annually. To achieve this Council review replacement costs and apply incremental adjustments where material and appropriate for each asset class.
- **Condition Audits** - Are performed as per the asset management plans or where there is a material movement between the carrying value and fair value of the assets.
- **Frequency of Revaluation** - Frequency of revaluation for each asset class is shown in the table below:

Asset Category	Valuer	Frequency	Incremental Revaluation*
Artworks and Historical Collections	External	Every 4 years	n/a
Land	Valuer General	~~Every 4 years~~ Annually	n/a
Buildings & Structures	External	Every 4 years	CPI annually excluding year of
Infrastructure	External	Every 4 years	CPI annually excluding year of
Recreation and Open Space	Internal and External	Every 4 years	CPI annually excluding year of valuation
Storm Water Drainage	External	Every 4 years	CPI annually excluding year of
Caroline Landfill Cell construction and capping	Internal	Annually	n/a

* a review will be undertaken in 2024/2025 for implementation.

It should be noted that revaluations may occur more frequently as required to incorporate changes to unit rates to ensure that the financial impact of valuations is

minimised.

Revaluations and Accumulated Depreciation:

- **Accumulated Depreciation** - Following a revaluation the accumulated depreciation is restated proportionately to the gross carrying amount of the asset, so that the carrying amount of the asset after revaluation equals its revalued amount. This is a requirement to achieve a comparative in the calculation of the asset consumption ratio.
- **Assets Not Subject To Revaluation** - Plant and equipment, Public Lighting, Guard Rails/Safety Barriers and IT and Office Equipment are recognised at actual cost less accumulated depreciation and any accumulated impairment.

7.6 Capitalisation:

Recognition and Thresholds:

- An item of property, plant and equipment that qualifies for recognition as an asset shall be measured at its cost.
- AASB 116 states:

  '*The cost of an item of property, plant and equipment shall be recognised as an asset if, and only if:*
  (a) it is probable that future economic benefits associated with the item will flow to the entity;
  and
  (b) the cost of the item can be measured reliably.'

- Council transfer assets to the asset register only when complete.
- Council recognises the capital cost of an asset comprises of:
  - **Purchase Price** - Its purchase price, including import duties and non-refundable purchase taxes, after deducting trade discounts and rebates;
  - **Directly Attributable Costs** - Any costs directly attributable to bringing the asset to the location and condition necessary (for example costs of site preparation, installation and assembly) for it to be capable of operating in the manner intended by Council;
  - **Employee Benefits** - Costs of employee benefits arising directly from the construction or acquisition of the item of property, plant equipment e.g. project management costs;
  - **Testing** - Costs of testing whether the asset is functioning properly, after deducting net proceeds from selling any items needed to bring the asset to that location and/or condition;
  - **Demolition/Removal** - Costs associated with the dismantling and/or removal of the asset and restoration or rehabilitation of the site on which it was located; and
  - **Gifted Assets** - AASB 116 provides for a specific example relating to Local Government entities where an asset may be gifted to Council at no or nominal measurable cost. When this occurs, Council's administration is obliged to recognise the asset at fair value.

- **Borrowing Costs** - In relation to qualifying assets (net of offsetting investment revenue i.e. interest) have been capitalised in accordance with AASB 123 "Borrowing Costs". The amounts of borrowing costs recognised as an expense or as part of the carrying amount of qualifying assets are disclosed in the annual financial statements and the amount (if any) of interest revenue offset against borrowing costs.

- Council will classify all capital expenditure into the following categories:
  - New / Upgrade; and
  - Renewal.

- **Threshold** - The following principles will apply:
  - **Materiality** - A capitalisation recognition threshold is applied to each asset type using the concept of materiality. Costs below these thresholds are accordingly treated as an operating expense.
  - **Aggregation** - Where a number of the same assets for the same purpose are purchased at the same time and the cumulative value is greater than the threshold, the cumulative value can be capitalised.
  - **Excluded Classes** - No capitalisation threshold will be applied to the acquisition of land, interest in land, works of art, rare books, manuscripts, unique historical and cultural objects.

Asset Class:	Capital Threshold
Infrastructure:	
Road construction and reconstruction	$5,000
Paving & Footpaths, Kerb & Gutter	$5,000
Carparks	$5,000
Stormwater Drainage	$5,000
Buildings & Structures	$5,000
Waste Management - Landfill Assets	$5,000
Park & Playground Furniture & Equipment	$5,000
Open Space and Heritage Place	$5,000
Other (including IT)	$5,000
Plant & Equipment	$5,000
Right of Use Asset	$5,000

7.7 Disposal Of Assets:

- **Gain Or Loss** - The difference between any net proceeds from disposal (after deducting selling costs) and the remaining carrying value of an asset will be treated as either a gain or loss in the year the asset is retired or disposed of.

- **Renewal** - Where existing assets are renewed the value of the component of the asset that has been renewed is to be disposed and a new asset created. If the part of the asset disposed of has been retained, its value needs to be recognised in the new asset or separated into a new asset component if its useful life differs materially to the new asset.
- **Further Guidance** - Further guidance and controls over the disposal of assets is provided under Council Policy 'P420 Procurement and Disposal of Land and Assets Policy'.

8. TRAINING / EDUCATION

Relevant staff will be adequately trained and qualified to implement and comply with this policy.

9. REVIEW

This Policy will be reviewed annually; or
- The frequency dictated in legislation; or
- Earlier in the event of changes to legislation or related policies and procedures; or
- If deemed necessary by the General Manager Corporate and Regulatory Services.

10. ACCESS TO THE POLICY

This Policy will be available for inspection at Council's principal office during ordinary business hours and on the Council's website www.mountgambier.sa.gov.au. Copies will also be provided to interested members of the community upon request, and upon payment of a fee in accordance with Council's Schedule of Fees and Charges.

City of Mount Gambier	COUNCIL POLICY ASSET ACCOUNTING POLICY	Version No:	~~4.0~~ 5.0
		Issued:	
		Next Review:	

File Reference:	AF18/48
Applicable Legislation:	Local Government Act 1999 Local Government (Financial Management) Regulations 2011
Reference: Strategic Plan – Beyond 2015	Goal 3, Strategic Objective Our Diverse Economy
Related Policies:	A900 Asset Management Policy ~~P420 Procurement and Disposal of Land and Assets Policy~~ Procurement Policy Disposal of Land and Assets Policy B300 Budget Framework Policy
Related Procedures:	

DOCUMENT DETAILS

Responsibility:	General Manager Corporate and Regulatory Services
Version:	~~4.0~~ 5.0
Last revised date:	
Effective date:	
Minute reference:	
Next review date:	

16.7 POLICY REVIEW - RISK MANAGEMENT – REPORT NO. AR24/38120

Committee:	**Audit and Risk Committee**
Meeting Date:	**3 June 2024**
Report No.:	**AR24/38120**
CM9 Reference:	**AF11/863**
Author:	**Leanne Little, Acting Manager Organisational Development**
Authoriser:	**Jane Fetherstonhaugh, General Manager Corporate and Regulatory Services**
Summary:	**This report is to provide the Audit and Risk Management Committee with a reviewed version of the Council Policy - Risk Management for endorsement and consideration. This policy is an overarching document to the organisations Risk Management Framework.**
Strategic Plan Reference:	**Goal 1: Our People** **Goal 2: Our Location** **Goal 3: Our Diverse Economy** **Goal 4: Our Climate, Natural Resources, Arts, Culture and Heritage** **Goal 5: Our Commitment**

REPORT RECOMMENDATION

1. That Audit and Risk Committee Report No. AR24/38120 titled ‘Policy Review - Risk Management’ as presented on 03 June 2024 be noted.
2. That the Risk Management Policy as attached to Report No. AR24/38120 having been reviewed by the Audit and Risk Committee on 3 June 2024 be adopted.
3. That the Chief Executive Officer or Delegate be authorised to make any necessary changes to the policies arising from this meeting, together with any typographical corrections, amendments to position or organisation titles, and finalisation of the document’s formatting that do not materially alter the integrity of the document.

TYPE OF REPORT

Other

BACKGROUND

This report provides the Council Policy Risk Management for endorsement and consideration of the Audit and Risk Committee prior to being presented at the Council Meeting in June 2024. This policy has been reviewed and updated to reflect Councils legislated responsibilities and ongoing development of Risk management practices across the organisation.

PROPOSAL

This policy is supported by the City of Mount Gambier Risk Management Framework and City of Mount Gambier Risk Management Administrative Procedure.

The inclusion of this updated policy within the overall Risk Management document framework articulates responsibilities throughout all levels of Council and its staff. at all levels in a systematic approach.

- Risk Management Policy - High level Council document that guides and informs the risk management approach at Council level.
- Risk Management Administrative Principle - Internal Organisational Policy which provides staff with guiding principles on risk management functions, roles and responsibilities.
- Risk management Framework - A systematic and fundamental document which outlines the organisations risk management processes and review schedules, the organisations endorsed risk matrix tables, reporting schedules and obligations to external stakeholders.

LEGAL IMPLICATIONS

Council has legislative requirements under Section 134 (4) (b) of the Local Government Act 1999 to adopt risk management policies, controls and systems.

STRATEGIC PLAN

N/A

COUNCIL POLICY

Risk Management

ECONOMIC IMPLICATIONS

N/A

ENVIRONMENTAL IMPLICATIONS

N/A

SOCIAL IMPLICATIONS

N/A

CULTURAL IMPLICATIONS

Type here

RESOURCE IMPLICATIONS

Type here

VALUE FOR MONEY

Type here



RISK IMPLICATIONS

Without a Risk Management Policy, the Council does not have a systematic and guided process for informed decision making and Council is not compliant with its legislative obligations under the Local Government Act 1999

EQUALITIES AND DIVERSITY IMPLICATIONS

N/A

ENGAGEMENT AND COMMUNICATION STRATEGY

N/A

IMPLEMENTATION STRATEGY

N/AType here

CONCLUSION AND RECOMMENDATION

The City of Mount Gambier understands a robust Risk management Framework assists the Council and its employees to make informed decisions, and we continue to increase the level of risk maturity across the organisation.

ATTACHMENTS

1. Draft - Risk Management Policy

City of Mount Gambier	COUNCIL POLICY RISK MANAGEMENT	Version No:	~~21~~
		Issued:	~~17 November 2020~~19 March 2024
		Next Review:	~~November 2023~~March 2028

1. PURPOSE

1.1. The purpose of the Risk Management Policy (the Policy) is to enable an integrated approach to risk management through:

- Commitment to core risk management principles;
- Defining responsibilities for the application of risk identification, assessment, evaluation and treatment programs across Council operations;
- A Risk Management Framework ("the Framework") that provides the tools and programmes to underpin Council's approach to achieving a balance between the costs of managing a risk and the anticipated benefits.

1.2. The management of risk will be integrated into Council's governance structures, including decision making. Risk Management leads to the successful achievement of Council's Vision, Strategic Plan Objectives and community expectations.

1.3. To achieve the objectives of the Policy, the Framework has been developed.

2. POLICY STATEMENT

2.1. Council is committed to maintaining and applying governance and risk management principles to ensure that any impacts to strategic and business objectives are considered and analysed.

2.2. Council will adopt and implement a systematic approach to identify, assess, evaluate and treat (mitigate) risks. The risk management program involves identifying opportunities to ensure Council achieves its strategic goals whilst recording and managing its operational risks.

2.3. Management will lead, actively participate and have complete oversight over all aspects of risk management within their areas of responsibility

2.4. Council will maintain the Framework consistent with the guidelines and principles of risk management as set out in the International Standard ISO31000:2018 - Risk Management Guidelines, with the goal of providing a consistent approach for dealing with uncertainties likely to impact on the achievement of Councils Vision.

2.5. The risk register(s) will be periodically and consistently reviewed in accordance with set timeframes identified in the Framework.

3. PERFORMANCE MEASURES

The performance of the risk management program will be measured through three distinct categories:

- Compliance with the Policy and related Risk Management Framework~~documentation~~, through internal and external auditing and evaluation.

- Value add to the whole of Council
- Benchmarking, Monitoring and Development of Council's Risk Maturity ~~of Councils Risk~~and Culture

4. LEGISLATIVE REQUIREMENT AND POLICY CONTEXT

4.1 Section 125 of the Local Government Act 1999 ('LG Act') requires Council to ensure that appropriate policies practices and procedures of internal control are implemented and maintained in order to assist the Council to carry out its activities in an efficient and orderly manner to achieve its objectives.

4.2 Section 132A of the LG Act requires Council to ensure that appropriate policies, practices and procedures are implemented and maintained in order to ensure compliance with statutory requirements and achieve and maintain standards of good public administration.

4.3 Section 134(4) (b) of the LG Act requires Council to adopt risk management policies, controls and systems.

5. DEFINITIONS

Definitions are outlined within the Framework

6. ROLES & RESPONSIBILITIES

6.1 Council

Council is responsible for the approval of this Policy and overseeing the systematic approach to managing risk across Council operations.

6.2. Audit Committee

The Audit and Risk Committee is responsible for ~~checking~~ monitoring and evaluating ~~that~~ appropriate internal control and risk management policies and systems are implemented and maintained in order to assist the Council to carry out its activities in an efficient and orderly manner to achieve its objectives, to ensure adherence to management policies, to safeguard the Council's assets, and to secure (as far as possible) the accuracy and reliability of Council records.

6.3 Chief Executive Officer (CEO)

The CEO has the responsibility for ensuring that:

- a Framework is established and implemented and
- risk management is integrated into Council's activities and functions.

6.4 Executive Team

Members of the Executive Team are responsible for:

- Commitment to promotion of this Policy and the Framework whilst monitoring Council's overall risk profile and controls;
- Reporting the status of Council's risk profile and mitigation strategies to the Audit and Risk Committee;
- The implementation, management and evaluation of risk management, in accordance with the Policy and Framework within their areas of responsibility;
- Undertaking the risk management program as per the requirements of the Policy and Framework; and
- Ensuring that risk based information is identified and recorded in Council's Risk Register through the organisations Risk Coordinator,.

6.5 Management Team

The Management Team together with the Risk Coordinator is responsible for:

- Assisting the Executive Team to develop, implement and maintain the risk management framework and program in a systematic and standardised manner;
- Development and maintenance of a Risk Register(s) that records reasonably foreseeable Operational and Strategic risks, including risk mitigation strategies;
- Assisting the Executive Team in development and compilation of reports relating to Council's risk profile and mitigation strategies.

6.5 Leadership Team

The Leadership Team is responsible for:

- Assisting the Executive and Management Teams to implement, maintain and report on the risk management framework and program in a systematic and standardised manner;

6.6 Risk Coordinator

The Risk Coordinator is responsible for:

- Coordination of risk management activities, programming and strategy in accordance with Council Policy and Framework.

6.7 Employees, Elected Members, Volunteers and Contractors:

All Council Employees, Elected Members, Volunteers and Contractors are responsible for:

- Identifying, evaluating and managing risks in their daily activities and projects;
- Adhering to the requirements of Council's risk management policy and framework.

7. AVAILABILITY

7.1 The Policy will be available on Councils website with hard copies supplied on request.

7. REVIEW & EVALUATION

This Policy is scheduled for review by Council in March 2028~~November 2023~~; however, will be reviewed as required by any legislative changes which may occur.

8. AVAILABILITY OF POLICY

This Policy will be available for inspection at Council's principal office during ordinary business hours and on the Council's website www.mountgambier.sa.gov.au. Copies will also be provided to interested members of the community upon request, and upon payment of a fee in accordance with Council's Schedule of Fees and Charges.

City of Mount Gambier	COUNCIL POLICY RISK MANAGEMENT	Version No:	~~21~~
		Issued:	~~17 November 2020~~19 March 2024
		Next Review:	~~November 2023~~March 2028

File Reference:	AF18/48
Applicable Legislation:	Local Government Act 1999 Work Health and Safety Act 2012 Civil Liabilities Act 1936
Reference: Strategic Plan 2020-2024	Our People Our Location Our Diverse Economy Our Climate, Natural Resources, Arts, Culture And Heritage Our Commitment
Related Policies:	Prudential Management Policy - P415 Risk Management Framework Policy - R305 (superseded) Emergency Management Policy
Related Procedures:	
Related Documents:	AS/NZS ISO31000:2009 Risk Management – Principles and Guidelines ISO31000:2018 Risk Management - Guidelines City of Mount Gambier Risk Management Framework Audit Committee Terms of Reference (AR11/51413[V6])

City of Mount Gambier	COUNCIL POLICY RISK MANAGEMENT	Version No:	21
		Issued:	17 November 202019 March 2024
		Next Review:	November 2023March 2028

DOCUMENT DETAILS

Responsibility:	General Manager Corporate and Regulatory Services
Version:	12.0
Last revised date:	17 November, 202019 March 2024
Effective date:	17 November, 202019 March 2024
Minute reference:	17 November, 2020, Council Item 24.3 – Resolution 2020/358Council Meeting 19 March 2024 - Item ## - Resolution 2024/##
Next review date:	November 2023 November March 2028
Document History First Adopted By Council: Reviewed/Amended:	 17 November, 2020 19 March 2024

16.8 RISK MANAGEMENT REPORT JANUARY - MARCH 2024 – REPORT NO. AR24/36616

Committee:	**Audit and Risk Committee**
Meeting Date:	**3 June 2024**
Report No.:	**AR24/36616**
CM9 Reference:	**AF11/863**
Author:	**Leanne Little, Acting Manager Organisational Development**
Authoriser:	**Jane Fetherstonhaugh, General Manager Corporate and Regulatory Services**
Summary:	**This report provides a summary of work undertake towards strategic risk management within the City of Mount Gambier.**
Strategic Plan Reference:	**Goal 1: Our People** **Goal 2: Our Location** **Goal 3: Our Diverse Economy** **Goal 4: Our Climate, Natural Resources, Arts, Culture and Heritage** **Goal 5: Our Commitment**

REPORT RECOMMENDATION

1. That Audit and Risk Committee Report No. AR24/36616 titled ‘Risk Management Report January - March 2024’ as presented on 03 June 2024 be noted.

TYPE OF REPORT

Other

BACKGROUND

The purpose of this report is to provide a detailed summary of Risk Management Practices across the City of Mount Gambier that provide control measures to manage risk and assist in raising the profile of risk awareness within the organisation.

This report will highlight the work being undertaken to manage the Strategic Risks identified by the Executive Leadership Team exposure.

The organisation has chosen to attach two principles for review that relate directly to our key unlocking project of workforce planning with a key focus on the commitment to support but the broader understanding that organisation must have the capacity to support such arrangements.

PROPOSAL

The City of Mount Gambier provide the Audit and Risk Committee with regular reporting on the organisational Risk Management Action Plan as part of the Risk Management Framework.

LEGAL IMPLICATIONS

Section 125 of the Local Government Act 1999 ('LG Act') requires Council to ensure that appropriate policies practices and procedures of internal control are implemented and maintained in order to assist the Council to carry out its activities in an efficient and orderly manner to achieve its objectives.

Section 132A of the LG Act requires Council to ensure that appropriate policies, practices, and procedures are implemented and maintained to ensure compliance with statutory requirements and achieve and maintain standards of good public administration.

Section 134(4) (b) of the LG Act requires Council to adopt risk management policies.

STRATEGIC PLAN

Nil

COUNCIL POLICY

The Risk Management Framework will support the Risk Management Policy.

ECONOMIC IMPLICATIONS

Nil

ENVIRONMENTAL IMPLICATIONS

Nil

SOCIAL IMPLICATIONS

Nil

CULTURAL IMPLICATIONS

Nil

RESOURCE IMPLICATIONS

Nil

VALUE FOR MONEY

Nil

RISK IMPLICATIONS

The organisation will continue to work on adopting and regularly monitoring its risks through effective policies, procedures, and frameworks



EQUALITIES AND DIVERSITY IMPLICATIONS

Nil

ENGAGEMENT AND COMMUNICATION STRATEGY

Nil

IMPLEMENTATION STRATEGY

The 2024 Risk Management Action Plan is underway.

This process will be completed conjunction with the LGRS to ensure the City of Mount Gambier adequately addresses the opportunities for improvement.

CONCLUSION AND RECOMMENDATION

The City of Mount Gambier must provide the Audit and Risk Committee with regular reporting on organisation's Risk Management Action Plan as part of the Risk Management Framework.

ATTACHMENTS

1. Risk Management Report January - March 2024
2. Administrative Principle - Traineeship and Apprenticeship Program
3. Administrative Principle Supported Worker Program

Risk Management Report

Detailed Quarterly Report



January – March 2024

City of Mount Gambier

SUMMARY

The purpose of this report is to provide the Audit and Risk Committee a detailed summary of Risk Management Practices across the City of Mount Gambier that provide control measures to manage strategic risk.

This report will highlight the continuous work being undertaken across the entire organisation which collaboratively manages the strategic risk the organisation is facing as well as continues the commitment to raising the Strategic Risk maturity level of the City of Mount Gambier organisation.

CONTENTS

- Strategic Risks and Ratings
- Cyber Security Risk Summary
- Financial Stability Risk Summary
- People Workforce and Compliance Risk Summary
- Climate and Future Vulnerability Risk Summary
- People Culture and Workforce Planning Risk Summary
- Safety Compliance and & WHS Management Risk Summary
- Environmental Compliance Risk Summary
- Major Infrastructure Risk Summary
- Governance Compliance and Legislation Risk Summary
- Political Risk Stability Risk Summary
- Economic Development Risk Summary
- Contractor, Procurement and Project Management Risk Summary
- Relationship Connection and Engagement with Community Risk Summary

Strategic Risk Workshop

A Strategic Risk Workshop was undertaken 16 April 2024 with the Executive Leadership Team. This workshop focused on the work that has been undertaken within the organisation and an assessment was undertaken to determine if the work has reduced the current risk rating.

In addition to this assessment the Executive Leadership Team also reviewed the target risk ratings and how the planned work will assist the organisation in reaching that target risk rating.

The workshop resulted in a **reduced current risk rating** for the following strategic risks.

- Financial Sustainability
- People workforce and Compliance
- Governance Compliance and Legislation
- Political Risk & Stability

Furthermore, the Executive Leadership Team focused on the how the Strategic Risks are interconnected and impact each other, as well as the Priority "Unlocking Projects" and how they will assist in supporting the organisation to manage the Strategic Risk effectively.

Strategic Workplan & Unlocking Projects 2024-2025

The organisation together with Council has endorsed a Strategic Workplan for 2024 – 2027.
Within this workplan is three 'Unlocking' Projects with key deliverables each financial year. The below list identifies key deliverables for each one of those unlocking in projects in the **2024-2025 financial year**.

Asset Management Planning Approach

- Establish New Asset Classes for FY26
- Asset Policy Framework and Supporting Procedures / Service Levels
- Draft Asset Management Plans

Business Systems & Infrastructure

- Data Management
- Business Process Review and Alignment

Workforce Planning Framework

- Service Register and Benchmarking
- Establish Service Review Framework
- Service Reviews & Workforce Analysis



STRATEGIC RISKS AND RATINGS – COMG Reviewed April 2024

NEW

This table outlines the Strategic Risks and the risk ratings as identified by the City of Mount Gambier.
Detailed risk description and summary of treatment actions are outlined through the report.

Inherent Risk Rating

The rating applied if no treatment is undertaken to manage the risk.

Current Risk Rating

The rating applied to the strategic risk in view of what work has been undertaken to manage the risk.

Target Risk Rating NEW

The rating applied to the Strategic Risk which the organisation is aiming for based on work that has been identified to be completed.

	Description	Inherent	Current	Target
1	Cyber Security	Extreme	High	Medium
2	Financial Sustainability	Extreme	Medium	Medium
3	People Workforce and Compliance	Extreme	Medium	Low
4	Climate and Future Vulnerability	High	High	Medium
5	People Culture and Workforce Planning	Extreme	High	Medium
6	Safety Compliance and WHS Management	Extreme	High	Medium
7	Environmental Compliance	High	High	Medium
8	Major Infrastructure	Extreme	High	Medium
9	Governance, Compliance and Legislative Obligations	High	Medium	Medium
10	Political Risk and Stability	Medium	Low	Low
11	Economic Development	Medium	Medium	Low
12	Contract Management, Procurement and Project Management	Medium	Medium	Low
13	Relationship, Connection and Engagement with Community	High	Low	Low

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STRATEGIC RISKS AND RATINGS – Additional Review May 2024

Additional Review Draft Budget 2024-2025

City of Mount Gambier undertook an additional workshop to assess its Strategic Risks against the Draft Budget 2024-2025 process. The following changes to the overall risk were determined and the below summary represents the work undertaken to manage and control the increased risk

Financial Sustainability – Increase to HIGH

- Presentation of thirty (30) different financial rating models for the Elected Member Body to Consider including educational workshops.
- ESCOSA Audit to assess overall Organisational sustainability – IN PROGRESS
- Identification and consideration of all risks for each financial model
- Assessment of models against current strategic plan, and Asset Management Plan.
- Waste Modelling

People Culture & Workforce Planning – Increase to HIGH

- Current FTE structure against current and future strategic plans.
- Data analysis of current resourcing impacts on staff, culture surveys and trending hazard and incident reporting data.
- Identification and allocation of People resources included in Draft Budget 2024-2025
- Workforce Plan and Service Reviews key unlocking project for 2024-2025

Major Infrastructure - Increase to HIGH

- Development of new Asset Management Plan as part of Draft Budget 2024-2025
- Identification and assessment of current asset infrastructure and alignment with Strategic Plan.
- Asset Management Planning Key unlocking project for 2024-2025

	Description	Inherent	Current	Target
1	Cyber Security	Extreme	High	Medium
2	Financial Sustainability	Extreme	High	High
3	People Workforce and Compliance	Extreme	Medium	Low
4	Climate and Future Vulnerability	High	High	Medium
5	People Culture and Workforce Planning	Extreme	High	High
6	Safety Compliance and WHS Management	Extreme	High	Medium
7	Environmental Compliance	High	High	Medium
8	Major Infrastructure	Extreme	High	High
9	Governance, Compliance and Legislative Obligations	High	Medium	Medium
10	Political Risk and Stability	Medium	Low	Low
11	Economic Development	Medium	Medium	Low
12	Contract Management, Procurement and Project Management	Medium	Medium	Low
13	Relationship, Connection and Engagement with Community	High	Low	Low

05

1. Cyber Security - Ineffective Systems can leave the organisation exposed to cyberattacks resulting in possibility of ransom, loss of organisation and community data and reputational damage.

Inherent	Current	Target
Extreme	High	Medium

Cause of Inherent Risk - **Lack of technical staff, and software investment resourcing, inadequate training for staff to prevent attacks, inadequate information management and response processes, current state and transition to improved iServices**

Treatment Actions

Achieves Current Risk Rating

- Building of knowledge and capability through LGRS partnerships, external specialists,
- Increasing staff capability through training and development.
- Review and development of adequate framework to manage information security and response processes
- Review of business systems purchasing process to ensure process is centralised, cyber risk and information can be managed in accordance with organisations Information Management Policy.
- Development of a formalised Cyber Risk Action Plan 2024/2025
- Implementation and deployment of Phishing software COMPLETE
- Development and subsequent Information Management Policy COMPLETE
- Development of Information Security Framework document COMPLETE
- Implementation of Centralised Software Acquisition & Budgeting Process across organisation COMPLETE

Actions Undertaken or Planned

Work that guides organisation to Target Risk Rating

- Ongoing monitor and reporting phase of Cyberphising UNDERWAY
- Development of an Incident Response Plan that will assist the organisation in responding efficiently to a Cyber Attack Expected To be submitted to ELT for endorsement UNDERWAY May 2024
- Development of Business Continuity Plan specific to the Cyber Attack and separate from the organisational Business Continuity Plan Expected Completion May 2024
- Development of an overall Cyber Action Plan which identifies all work undertaken so far, vulnerabilities known and possible solutions and costing with a risk-based approach to allow educated decision making in risk mitigation. Expected Completion JUne 2024
- Development of Information Management Principle which guides procedures UNDERWAY
- Identification and Development of iServices Business Systems Project which includes a review of all current operating systems, project endorsed by ELT and is listed as Key unlocking project in Strategic Work Plan UNDERWAY

06

2. Financial Sustainability - Effective management of Rates Revenue, Level of Funding, Revenue Growth, Ineffective Debt, Liability and Expenditure Management

Inherent	Current	Target
Extreme	Medium	Medium

Cause of Inherent Risk - Inadequate forecasting and management of revenue, including rates, grant funding, loans and debt, Commercial Acumen and Staff Capability, financial relationships with external partners

Treatment Actions

Achieves Current Risk Rating

- **LTFP** - Long Term Financial Plan and supporting Asset Management Plans are reviewed and adopted annually aligned with the Annual Business Plan.
- **Quarterly Budget Review Process** - Quarterly forecasts are delivered in line with legislation.
- **Financial Performance Reporting** - Monthly reporting prepared with a focus on hindsight, insight and foresight for the Executive, General Managers and Managers. Supported by a comprehensive budgeting and financial reporting tool.
- **Budget Development Process** - Comprehensive process that builds the budget with the budget holders, reviews with the Executive and Elected Members and meets legislative requirements has been rolled out to Budget Holders and key stakeholders. Process started in February 2024. **COMPLETE February 2024.**
- **Better Practice Model** - Adopted with a review of key internal financial controls undertaken at least bi-annually with half yearly reporting to the Audit and Risk Committee. **COMPLETE June 2023.**
- **Treasury Management** - Regular reporting to Executive members on borrowings/cash flow. Debt structuring approach developed and implemented during 2021/22 and 2022/2023. Annual report to the Audit and Risk Committee November 2023. **COMPLETE November 2023.**
- **Budget Reviews** - Internal review of Budget Review in the context of the LTFP to be undertaken. **UNDERWAY Expected completion of Budget Review 2 in February 2024.**

Actions Undertaken or Planned

Work that guides organisation to Target Risk Rating

- **Grants** - Development of performance reporting on external grants for the Executive and Council underway. Council policy adopted by Council in September 2023, Administrative principles/procedures under development **UNDERWAY**
- **LTFP** - An interim LTFP with supporting IAMPs currently being developed . **Expected completion March 2024 UNDERWAY.**
- **Legislated Policies** - Draft Prudential Management Policy adopted at September Council Meeting. Ongoing regular review at Executive Leadership Team meetings. **ONGONG.**
- **Business Process Improvement** - Further to a post implementation review to be undertaken in July 2023, the Annual Business Plan, Budget and LTFP process will be developed. **COMPLETE August 2023.**
- **Internal Audit Plan** – Draft plan developed for review at Audit and Risk Committee meeting. **COMPLETE** – Presented at November 2023 Audit and Risk Committee, adopted at December 2023 Council meeting. Draft scopes and timings for 2023/2024 audits brought to February 2024 Audit and Risk Committee meeting. **UNDERWAY**

3. People Workforce & Compliance

Inherent	Current	Target
Extreme	Medium	Low

Prevention of Risk or harm to children, young people and vulnerable people, inability to maintain Child Safe Organisational Standard with Department of Human Services

Cause of Inherent Risk - **Poor recruitment practices, failure to undertake staff checks/screening, inadequate training, lack of compliance reporting systems.**

Treatment Actions

Achieves Current Risk Rating

- Child Safe Policy is currently endorsed, standards and competencies have been identified. Compliance reporting ongoing, recruitment processes reviewed and compliant. **COMPLETE**
- Monitoring and maintenance of relationship with Department of Human Services is critical in treating risk.
- Recruitment and Onboarding strategic project within 2023/2024
- Development of Internal Audit Plan for 2024-2026 **COMPLETE**
- Implementation of automated Annual performance and Development Review Process to increase compliance with process. **COMPLETE**
- Implementation of automated Annual performance and Development Review Process to increase compliance with process. **COMPLETE**
- Implementation of Volunteer Management Principle COMPLETE
- Increased rate of compliance checks for Volunteer Management COMPLETE

Actions Undertaken or Planned

Work that guides organisation to Target Risk Rating

- Ongoing monitoring of screening compliance at prescribed sites ONGOING
- Increasing compliance and screening across the entire organisation to allow staff to work freely across sites and locations without compromising compliance requirements. Compliance Rates for National Police Clearance currently seventy- one percent (71) ONGOING expected completion June 2024
- Development of monthly compliance reporting for Management Team Level and quarterly compliance reporting to be submitted to Executive Leadership Team. PLANNED Expected Completion June 2024
- Recruitment of Volunteer Coordinator role Planned for July 2024
- Monitor and Implementation of legislative changes, development of communication plan for implementation of legislative changes **UNDERWAY**
- Recruitment and Onboarding strategic project within 2023/2024 **UNDERWAY**
- Development of Human Resource Management Framework **UNDERWAY**

08

4. Climate & Future- Vulnerability

Organisational preparedness for climate change events, emergency management planning and capability within organisation, community and other councils

Inherent	Current	Target
High	High	Medium

Cause of Inherent Risk - **Inadequate understanding of organisational capacity, training, resourcing or planning or organisational vulnerabilities**

Treatment Actions

Achieves Current Risk Rating

- The organisation continues to work towards an increased capacity of resources trained within Local Government approved support being iResponda, through the Local Government Functional Support Group.
- Maintaining relationships with neighboring Councils and training competencies that support emergency response preparedness.
- Leveraging Partnerships with Strategic Risk Consultants through the National Local Government Vulnerability project.
- Utilising data obtained and benchmarking nationally to identify areas of opportunity for funding through state and federal partnerships that can support Emergency Management preparedness
- Maintaining partnerships with local emergency management services and supporting training exercises
- Iresponda IM3 incident management training for 8 x Middle and Senior Management COMPLETE
- Completion of Insurance Renewal Process, review of Insurance responsibilities and asset valuations COMPLETED

Actions Undertaken or Planned

Work that guides organisation to Target Risk Rating

- Review of Report and findings of Vulnerability Assessment from NLGVP, UNDERWAY
- Review of Emergency Management Documents UNDERWAY
- Implementation of designated Incident Operations Station at Civic Centre location. UNDERWAY
- Attendance at Local Government Risk management Conferences to understand risk trends affecting Councils, communication of risks, climate and potential vulnerabilities to organisation ONGOING
- Engagement of LGRS to provide Waste Mangement Risk profiling. UNDERWAY
- Development of partnerships with neighbouring Councils to leverage resourcing and identify areas of opportunity for collaborative funding, projects and initiatives that address climate & future vulnerability PLANNED

09

5. People Culture & Workforce Planning

Strategic, Planned and Effective workforce planning, including recruitment and retention, creating a positive culture where people with capacity to innovate and grow

Inherent	Current	Target
Extreme	High	Medium

Cause of Inherent Risk - **Poor or ineffective workforce planning, including recruitment, retention and succession planning. Negative Culture affects performance, inability to fill key strategic roles.**

Treatment Actions

Achieves Current Risk Rating

- Development of Strategic initiatives for ALL people leaders across the organisation that provide solutions for concerns raised within pulse survey. Action Plan being monitored
- Successful implementation of improved Enterprise Bargaining Agreement that meets organisational budgetary commitments and provides meaningful value for employees. COMPLETE
- Review of current recruitment end to end process UNDERWAY expected completion June 2024
- Review of current onboarding process UNDERWAY expected completion June 2024
- Development and deployment of Updates Pulse Survey and Employee Satisfaction Process. Expected Completion March 2024
- Membership and Participation within Local Government Content Reference Group to identify and address skill shortages within LG UNDERWAY

Actions Undertaken or Planned

Work that guides organisation to Target Risk Rating

- Development of workforce planning identified as key unlocking project within strategic workforce plan. Scheduled for 2024-2025
- Development of HR Framework UNDERWAY
- Employee Satisfaction and Culture surveys to be assessed against current data and benchmarked Development and Maintenance of partnerships with Councils identified as leaders within the employee culture space (City of Port Adelaide) UNDERWAY
- Development of communication mechanisms that are supportive and represent greater employee engagement ONGOING
- Ongoing promotion, development and greater establishment of Employee Consultative Committees. DEVELOPMENT COMPLETE, ONGOING
- Re-Launch of Organisational Values PLANNED
- Revised Employee Recognition Principle (in line with Local Government& ombudsman recommendations) UNDERWAY
- Review and Development of current People related administrative principles that provide equity and consistency across the organisation a UNDERWAY
- Development and Deployment of automated Annual Performance and Development which incorporates key culture measurements UNDERWAY

6. Safety Compliance & WHS Management

Providing a safe and compliant environment and systems to manage WHS in the workplace, and keep people safe from risk, injury and harm

Inherent	Current	Target
Extreme	High	Medium

Cause of Inherent Risk - **Inadequate systems to manage and support a safety culture within the workplace, can result in physical and psychological harm**

Treatment Actions

Achieves Current Risk Rating

- Increased compliance reporting is required to accurately identify trends, education, engagement and effective implementation.
- Monitor of statistical and actual data which identifies improvements and areas of opportunity for increased Safety awareness.
- Implementation of a Depot Sub Committee to focus on high-risk areas
- Adoption and Implementation of LG Safe Peak Policy COMPLETE
- Participation in Local Government Workers Compensation independent auditing and observation reviews.
- Reviewed current WHS & IM Reporting and found opportunities for improved report content. COMPLETE
- Actively monitor upcoming legislative changes and effect on current organisational process.
- Increase of accountability measures of Corrective Action and Preventative Action through management Team reporting. COMPLETE
- Successful recruitment of a Work Health safety Field Partner COMPLETE
- Identification of key training requirements and subsequent training plan for all employees with a focus on infrastructure workforce as the priority. COMPLETE
- Implementation of Supported Worker, Apprenticeship and Trainee Framework (attached) COMPLETE

Actions Undertaken or Planned

Work that guides organisation to Target Risk Rating

- Successful recruitment of a Work Health safety Field Partner COMPLETE
- Identification of key training requirements and subsequent training plan for all employees with a focus on infrastructure workforce as the priority. COMPLETE
- Implementation of centralised mandatory training budgets Expected Completion June 2024
- Continue participation within LG Safe project which is one system approach to WHS document management for all Councils. UNDERWAY
- Participation in Local Government Risk Services Planned Program Review (PPR) for WHS Expected Completion March 2024
- Implementation of self-audit schedule Expected Completion March 2024
- Participation in Local Government Association Workers Compensation Scheme Return to Work Process Audit Planned April 2024
- Development and Implementation of Psychosocial Management Policy Underway
- Development and Implementation of Flexible Working Policy Underway
- Monitor and start preparing for Right To Disconnect Bill (Best Practice Only, not legislative for Local Government) Underway
- Participation in Local Government Workers Compensation Scheme Audit on RTW practices PLANNED APRIL 2024
- Participation in Local Government Workers Compensation Scheme Audit on Manual Handling Hazardous Task PLANNED APRIL 2024

011

7. Environmental Compliance

Inability to meet environmental targets and legislative requirements could impact ability to deliver on core services such as waste management, cemetery operations, conservation and water management, heritage requirements.

Inherent	Current	Target
High	High	Medium

Cause of Inherent Risk - **Undocumented or lack of understanding and inefficient monitoring of compliance and licence requirements with regulatory stakeholders and business partners.**

Treatment Actions

Achieves Current Risk Rating

- Review all sites for compliance and licence requirements, development of compliance register, adequate monitoring systems, maintaining relationships with external stakeholders and regulatory authorities. EPA, CASA, SA Water, DENR – Ongoing
- Current vacancy for Co-ordinator Waste and Reuse, continue with recruitment. Currently reassessing structure

Actions Undertaken or Planned

Work that guides organisation to Target Risk Rating

- **Development of Waste , Reuse and Environmental Master plan (Internal) Ongoing**
- Ongoing below forms the basis of this work
- **Development of Waste , Reuse and Environmental Strategy (State Government) Due 31st December 2023**
- Has been submitted to Elected Members for review and Feed back
- Have provided a reply to the feedback given from elected members awaiting response
- **Completed Caroline Landfill Environmental Management Plan Submitted to EPA feedback receive corrections underway**
- Caroline Landfill Environmental Management Plan has been approved by the EPA as of the 16th of November
- **Service reviews (Currently Underway completion June 24)**
- Ongoing currently completing People Change plan for the entire waste management area
- **Development Waste Asset Management plan**
- Working with Finance to plant complete the Longterm asset management plan for Caroline. Ongoing working with Finance and Mark Booth.
- Working on long term plant asset management plan with Karl . Draft Completed
- **Engagement of Eternal Engineering Consultants (Contracted to Waste Management) Start July 3, 2023, Set KPIs for contract period**
- Tonkin's were engaged for the engineering services contract to provide consultancy services to Waste Management currently working on the following
- Cell 4A Construction as independent engineers and in a project supervisory role. Cell construction underway estimated completion May 2024
- Caroline Landfill Groundwater and Gas annual Monitoring plan Due April 2024 Underway
- Orchard Road biennial Ground Water monitoring plan Due 31st January 2024 Completed and submitted to EPA
- Cell 3C Life Expectancy / Overfill plan for EPA . Due December 3rd Completed ,submitted to EPA and Approved by EPA
- **EPA Engagement**
- Ongoing monthly meeting to discuss all things Caroline including leachate management options and discussions around Cell 3C Life Expectancy an overfill awaiting Construction Cell 4A completion (Assessment Completed and Overfill approved by EPA)
- Caroline EPA licence conditions updated to now reflect completion of LEMP and LG plan
- Orchard Road post closure requirements as it reaches 25 years since it was closed. Have submitted Biennial report awaiting response from EPA
- 2023 Annual Volumetric Site Survey Completed and submitted plus updated to include Asbestos pit
- **Carinya Gardens Cemetry**
- Appointment of a fulltime Curator

012

8. Major Infrastructure

Adequate resource and planning to maintain and current major infrastructure and delivery of new infrastructure

Inherent	Current	Target
Extreme	High	Medium

Cause of Inherent Risk - **Lack of understanding and planning towards asset management and budget resourcing, inadequate resourcing and planning to manage new infrastructure.**

Treatment Actions

Achieves Current Risk Rating

- Development of Comprehensive Asset Management Strategies
- Asset Valuations - To be undertaken for Infrastructure, Land and Artwork assets as agreed with the external auditors to be incorporated in the year-end financial statements and revised IAMPs and Asset Management Plans.
- Strategic Work Plan - Strategic Review of Asset Management (Planning Approach) project has commenced as part of a three year project in support of Council's Strategic Work Plan.

Actions Undertaken or Planned

Work that guides organisation to Target Risk Rating

- **Asset Assessment:** Conduct a thorough assessment of existing major infrastructure to understand their condition, lifecycle, and maintenance needs.
- **Strategic Planning:** Develop a long-term asset management plan outlining maintenance schedules, upgrade cycles, and budget allocation for each infrastructure component.
- **Integration of Technology:** Implement asset management software or systems for efficient tracking, maintenance scheduling, and performance monitoring of infrastructure assets.
- **Skilled Workforce:** Invest in training and hiring skilled personnel specifically dedicated to asset management to ensure proper care and maintenance.
- **Regular Evaluations:** Establish a system for periodic reviews and evaluations of asset management strategies to adapt to changing conditions and technological advancements.
- **Integrated Planning:** Ensure coordination between different departments or agencies involved in new infrastructure projects to streamline planning and implementation processes.
- **Resource Allocation:** Allocate adequate funds specifically earmarked for infrastructure maintenance, ensuring a balanced allocation between maintenance and new project delivery.
- **Financial Forecasting:** Develop forecasting models that anticipate future infrastructure needs, allowing for proactive budget planning and resource allocation.

9. Governance Compliance & Legislation

(Council operate in accordance with relevant legislation, policies, governance and business practice and ensure professional and ethical standards). Non compliance with legislation requirements can result in legal implications and inability to deliver on decision making and critical council services.

Inherent	Current	Target
High	Medium	Medium

Cause of Inherent Risk - **New Election Period, ineffective education on Council Responsibilities. Change in government can affect future funding opportunities and decision making, Frequency of Legislative Change, Organisational Maturity in Systems.**

Treatment Actions

Achieves Current Risk Rating

- Full Review of Council Delegations conducted, presented to Council June 2023.
- Administrative involvement with LG sector legislative compliance working group.
- Statutory Registers periodically reviewed, updated and published.
- Policy Register maintained, overdue policies reported to relevant Managers, ELT.
- Implementation of a Legislative Compliance Register for Organisational and departments, Internal Auditing Function, Training and Competency Plan.

Actions Undertaken or Planned

Work that guides organisation to Target Risk Rating

- Council Member Mandatory Training Completed November 2023.
- Initial Legislative Compliance tables anticipated early in 2023-24 financial year together with procurement of software module. Pending release by Local Government Association as at November 2023.
- Commencement of Local Government Reform legislative changes continuing as at November 2023 with new Audit and Risk Committee provisions.
- Further information to be obtained from General Manager Corporate and Regulatory, Manager Finance and Manager Organisational Development.

014

10. Political Risk & Stability

Management of the political environment including relationships with Elected body, State, Federal and Regional Local Governments

Inherent	Current	Target
Medium	Low	Low

Cause of Inherent Risk - **Inability to manage relationships with Elected Members, State and Federal Government can create uncertainty within the Council environment and affect decision making or result in funding and reputational loss**

Treatment Actions

Achieves Current Risk Rating

Initial Member Policies reviewed and presented to Council post-election.
Initial post-election Member Induction and Mandatory training commenced in Nov 2022-January 2023, completed in Nov 2023.
Strategic Planning Day for Members held with Executive in March 2023.

- Review policies, procedures and prior to new election period. Induction to Political Environment, including intro to Local Government, attendance at Council meetings, review currency and detail of partnerships advocacy and priorities document.

Actions Undertaken or Planned

Work that guides organisation to Target Risk Rating

- Mandatory Member training sessions completed as at November 2023.
- Further Member / Council Policies scheduled for review in 2nd half 2023.
- Ongoing monitoring of the Elected Body Relationship with the organisation.
- Political Neutrality and Government Relations, adopted 19 September 2023

015

11. Economic Development

Access, Connectivity and positioning of the City to ensure ongoing economic viability

Inherent	Current	Target
Medium	Medium	Low

Cause of Inherent Risk - **Inability to position City as a leading destination for visitors, economic development and relocation of skilled labour**

Treatment Actions

Achieves Current Risk Rating

- Review Limestone Coast economic growth strategy,
- Develop Investment and Attraction platform,
- Contribute to the development of the Regional Plan and commit to its local implementation.
- Supporting community events and business with funding and guidance and advocacy to attract investment.
- Evolving the opportunity to meet the expectation of the traveller experience.
- Develop an Affordable Housing Plan
- Resourcing aligned internally to optimise economic priorities

Actions Undertaken or Planned

Work that guides organisation to Target Risk Rating

- Commitment to continue funding and support through councils' various programs and monitoring impact of this investment – social and economic.
  - New Grants & Sponsorships model developed
- Activating Wulanda Recreation & Convention Centre to attract events that has broad economic benefit for our community.
- Finalising the development of Investment/Attraction Website & a new Tourism Website
- Monitoring visitor satisfaction through visitor touchpoints, including digital platforms
- Progressed the development of an Affordable Housing Plan
- Improved relationships with industry sectors to gain insight for economic considerations.
  - Building industry database to improve connection
- Targeted approach to ensure an economic lens in the development of the Community Vision to 20235.
- Test & Trial program of CBD activations commenced.

12. Contractor Management, Procurement & Project Mngt

Effective Contract Management that demonstrates transparency, value and quality of projects

Inherent	Current	Target
Medium	Medium	Low

Cause of Inherent Risk - **Inability to manage significant contracts and projects due to under skilled staff, financial resources and inadequate procurement processes, increase in funding has created overstimulated market.**

Treatment Actions

Achieves Current Risk Rating

- **Current Risk Rating** - Has been rated as medium based on the Procurement policy, supporting framework and reporting currently in place. The interim external audit made recommendations re. the process for the award of open tenders and link to the exemption from competitive process. Improvements have been identified and will be delivered in the first half of the 2023/2024 financial year.

- **Recruitment of Procurement Business Partner** - This role has been successfully recruited with a suitably qualified candidate.

Actions Undertaken or Planned

Work that guides organisation to Target Risk Rating

- **Regular Procurement Reporting** - Monthly Executive reporting designed and implemented in the previous financial year. Further development of cumulative spend and other reporting expected further to the internal financial controls self-assessment undertaken in 2022/2023 was presented to ELT in January 2024. COMPLETE January 2024.
- **Procurement Training** - Now a part of the combined induction training. Further refresher training to be rolled out across the organisation following the adoption of the new Procurement Policy to taken to Council in December 2023. First stage of roll out to be taken to the Management Team Meeting in February 2024. UNDERWAY Estimated Completion March 2024
- **Procure To Pay** - The project has delivered an adopted procurement policy, and new forms and processes. The framework, and procedures are currently have been approved by Council's Executive Leadership Team . COMPLETE January 2024

13. Relationship Connection & Engagement with Community

Inability to maintain connected relationship with community may result in strategic targets and objectives not being aligned to community expectation

Inherent	Current	Target
High	Low	Low

Cause of Inherent Risk - **Inadequate community engagement can result in only minority represented, engagement not accessible to all stakeholders, creates disconnection with community.**

Treatment Actions

Achieves Current Risk Rating

- Prioritise and quantify expectations for effective stakeholder engagement, community relations management and client experience.
- Quantify expectations and effectiveness of engagement, Training in Community Engagement.
- Community Customer Satisfaction Survey.
- Effectively engage on future Strategic Plans through a community led process

Actions Undertaken or Planned

Work that guides organisation to Target Risk Rating

- Participation in the LGASA Community Engagement Policy Charter as per the upcoming local government Act reform.
- Work with in the DAIP identified need for a Engagement Policy, Procedure & Checklist to be developed.
- Improving councils' touchpoints for community to access information and provide feedback or participate in consultation and services.
- continuing to explore new methods of capturing feedback online, manually and locations.
- Communication Survey and associated activities progressed
- Commitment to regular reviewing of processes and procedures with a focus on positive customer experience and increased community outcomes.
- Broad Community engagement process currently underway for Strategic Plan 2035
    - Easy Read Summary of Consultation developed
    - Trialing best practice engagement, with Community Panel and high degree of communication to inform a community vision to 2035.

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City of Mount Gambier	**ADMINISTRATIVE PROCEDURE TRAINEESHIP and APPRENTICESHIP PROGRAM**	Version No:	1
		Issued:	January 2024
		Next Review:	January 2027

1. INTRODUCTION

This document sets out the principles and guidelines the City of Mount Gambier follows for recruiting, onboarding, training, and developing trainees and apprentices.

Scope

These principles apply to all traineeship and apprenticeships offered by the City of Mount Gambier and outlines the stages from recruitment to successful completion.

Purpose

The purpose of this principle is to establish a structured and consistent framework for the engagement and management of trainees and apprentices at the City of Mount Gambier to ensure a high-quality working experience that prepares individuals for the workforce.

2. ROLES AND RESPONSIBILITIES

Roles and Responsibilities are detailed throughout the document. The below table provides and overview of roles and responsibilities.

External/Host Provider	• Maintains employee relationship in conjunction with City of Mount Gambier People Leader
Trainee	• An individual hosted by City of Mount Gambier on twelve-month Trainee Contract
Apprentice	• An individual hosted by City of Mount Gambier on an Apprenticeship contract.
People Leader	• Responsible for induction and orientation • Day to day supervision, tasks and functions • Safety, support and duty of care
Mentor	• Provide support, guidance and day to day training and coaching. • Model organisational behaviour, culture and safety expectations
Human Resource Team	• Provide guidance on training, development and host provider contractual obligations. • Facilitate compliance checks and licensing.

3. RECRUITMENT AND SELECTION

3.1. Similar to recruiting an employee, all traineeship and apprenticeship programs must be discussed with the relevant General Manager, giving consideration to:

- the needs and capacity of business unit/ portfolio; and
- budget/ funding being available.

3.2. If there is approval to proceed, the hiring manager will work with the Human Resources team to develop a position description that articulates the roles, responsibilities and qualifications required for the trainee or apprentice position. In

defining the position, it is important to articulate the outcomes and objectives of the traineeship to assist with structuring the trainee program. The final position description must be signed off by the hiring manager, Manager and General Manager.

3.3. The hiring manager will complete the "Employee Appointment Form – AR19/28883" and the Employee Appointment Workflow, instructions for the workflow AR18/10643 and submit with the Position Description for approval. All recruitment requires the approval of the relevant GM and the CEO.

3.4. Once the request has been approved by the GM and CEO, the human resources team will liaise with an appropriate trainee management service to coordinate recruitment and advertising for the trainee or apprenticeship position.

3.5. The trainee/apprenticeship management service will administer the recruitment process and present a list of candidates to the organisation for consideration. The hiring manager and human resources team will establish a selection panel to ensure a fair an unbiased candidate assessment. The roles and responsibilities of the selection panel is consistent with those outlined in the organisation's Recruitment and Selection Procedure under Section 5.

3.6. The hiring manager will review the applications and advise the human resources team of their preferred shortlist. This hiring manager may consult with other members of the selection panel as required. The human resources team will then liaise with the trainee/apprenticeship management service to coordinate interviews.

3.7. The selection process will be administered as outlined in the organisation's Recruitment and Selection Procedure with assistance from the trainee/apprenticeship management service provider. This includes the interview process, requirement for reference checks and communication with all candidates.

3.8. A letter of offer for the successful candidate will be coordinated by the human resources team with the trainee management service provider. This will include any requirement for pre-employment checks as outlined in the organisation's National Police Check, Working with Children Check and Vulnerable Person Related Check Procedure.

4. INDUCTION AND ONBOARDING

4.1. It is the responsibility of the relevant People Leader to coordinate an appropriate induction for the new trainee in collaboration with the human resources team and trainee management services provider. This includes:

- Schedule a comprehensive orientation session on the first day.
- Provide an overview of the organisation's history, mission, and values.
- Present the organisational structure and key departments.
- Share information about workplace policies, including codes of conduct and safety procedures.
- Familiarise trainees with workplace facilities, including restrooms, break areas, and emergency exits.

4.2. As part of all traineeship and apprenticeship programs, trainees an apprentices must be assigned a mentor to provide ongoing support and guidance. It is the responsibility of the People Leader to:

- Assign an experienced mentor to each trainee or apprentice to facilitate their integration into the organisation.
- Clearly define the mentor's roles and responsibilities, including regular check-ins and guidance on job tasks.
- Encourage open communication between mentors and trainees to address questions and concerns.
- Monitor mentor-trainee relationships to ensure effectiveness.

5. TRAINEE and APPRENTICE TRAINING & DEVELOPMENT

5.1. Each trainee or apprentice must have an individualised Training Plan developed in partnership with the trainee management service provider. The Training Plan must be developed as a collaborative effort between the mentor/ people leader, trainee and trainee management service provider.

5.2. The Training Plan must:

- Include a timeline detailing training modules, on-the-job experiences, and off-the-job learning.
- Set clear objectives and performance benchmarks for trainees to achieve.
- Ensure alignment between the training plan and the trainee or apprentices career goals.
- Provide 'study leave' to attend training courses, or complete study requirements that support the apprentice or trainee to meet their contractual obligation and enhance their learning and development experience.
- Identify the organisations responsibility to pay for training, certification and other associated costs.

5.3. Regular review meetings must be scheduled by the mentor/people leader to monitor and adjust the Training Plan as needed. These discussions are an opportunity to share feedback between the trainee and mentor/ people leader, adjust the Training Plan to address any skills gaps or emerging needs and encourage ongoing learning and skill enhancement.

5.4. It is a requirement that trainees/apprentices also participate in the organisation's Performance Development Review Process. This not only provide exposure to the trainee on this type of process, but also provides a mechanism for discussing career aspirations and other professional development opportunities.

5.5. The regular review meetings and Performance Development Review Process does not replace the requirement for providing trainees with continuous guidance and feedback. The mentor/ people leader and peers of the trainee are encouraged have regular feedback discussions using positive reinforcement and constructive criticism to guide trainees' professional growth.

6. WORKPLACE HEALTH AND SAFETY

6.1. The City of Mount Gambier recognises that Trainees and Apprentices are vulnerable employees due to limited workplace experience and training, and require additional supervision, support and mentoring to maintain their health safety and wellbeing and a Safety Always Culture.

6.2. Trainees and apprentices are covered by the organisation's Workplace Health and Safety Principles and Procedures and must be appropriately inducted and trained so that the understand and can perform their duties safely and effectively.

6.3. Trainees are not covered by the Local Government Association Workers Compensation Scheme (LGAWCS) as their employment is administered through the trainee or apprenticeship management service provider. Any incidents or injuries must be notified to the City of Mount Gambier human resources team and the trainee / apprenticeship management service provider as soon as practicable in addition to the normal reporting and investigation channels.

7. TRAINEE / APPRENCTICESHIP SUPPORT

7.1. Trainees and apprentices have access to the City of Mount Gambier's Employee Assistance Program (EAP) and will be notified of this during their induction process.

7.2. Trainees and apprentices will be provided with details of the appropriate channels to raise concerns and issues related to their traineeship such as:

- Clear reporting channels, such as designated HR contacts and Service Providers.
- Encourage trainees to report any incidents of harassment, discrimination, or safety concerns.
- Ensure confidentiality and protection against retaliation for those who report.

8. TRAINEE and APPRENTICESHIP COMPLETION

8.1. The trainee / apprenticeship management service provider will provide the relevant requirements to evaluate the trainee's skills and knowledge as required by the traineeship agreement and will oversee the assessment and certification process.

8.2. The trainee / apprenticeship management service provider may conduct an exit interview to gather feedback from trainees and identify areas for process improvement. The City of Mount Gambier will also invite the trainee /apprentice to undertake an exit interview in order to assess and improve the traineeship program based on trainee feedback and performance outcomes.

8.3. Traineeships and apprenticeships are not a pathway to employment with the City of Mount Gambier. Trainees and apprentices must be made aware that they are not guaranteed an ongoing position by participating in the program. However, trainees and apprentices can apply for positions advertised.

9. REPORTING REQUIREMENTS

9.1. The organisation will compile and report on trainee and apprentice progress, contractual obligations, achievement and program outcomes as requested by the trainee management service provider and as per Australian Standards.

9.2. Records will also be maintained in accordance with the organisation's Records Management Policy.

7. REVIEW & EVALUATION

This Procedure scheduled for review in January, 2027; however, will be reviewed as required by any legislative changes which may occur.

8. AVAILABILITY OF POLICY

This Policy is available in Council's Record Management System CM9.

File Reference:	AF220/559 (AR23/85134)
Applicable Legislation:	WHS Act 2012 (SA) Fair Work Act National Employment Standards
Related Procedures:	Work Health and Safety Principles and Procedures Recruitment and Selection Procedures Records Management Policy National Police Clearance and Working With Childrens Check Procedures

DOCUMENT DETAILS

Responsibility:	Manager Organisational Development
Version:	#1.0
Last revised date:	January 2024
Effective date:	##th Month, 20##
Minute reference:	##th Month, 201# Management Executive/Senior Management Team Item #
Next review date:	Month, 20##
Document History First Adopted By Council:	##th Month, Year

City of Mount Gambier	ADMINISTRATIVE PROCEDURE TRAINEESHIP and APPRENTICESHIP PROGRAM	Version No:	1
		Issued:	January 2024
		Next Review:	January 2027

Reviewed/Amended:	INSERT REVIEW DATE(S)

City of Mount Gambier	ADMINISTRATIVE PRINCIPLE SUPPORTED WORKER PROGRAM	Version No:	1
		Issued:	March 2024
		Next Review:	March 2027

1. INTRODUCTION

This document sets out the principles and guidelines of the City of Mount Gambier for recruiting, onboarding, training and development of Supported Workers.

Scope

These principles apply to all supported worker agreements offered by the City of Mount Gambier and outlines the support framework that provides a high-quality working experience for the individual.

Purpose

The purpose of this principle is to establish a structured and consistent framework for the engagement and management of supported workers at the City of Mount Gambier.

2. ROLES AND RESPONSIBILITIES

Supported Worker	• Person with Disability, Health Condition, or Impairment that requires additional workplace support and is engaged by the organisation under a supported worker agreement.
Mentor	• Maintain daily supervision, training and open communication and channels.
People Leader	• City of Mount Gambier People Leader who is responsible for the management of functional capacity assessments and alignment with role. • Responsible for induction and orientation • Day to day supervision, tasks and functions • Safety, support and duty of care
Human Resource Team	• Support People Leaders with guidance and advice on position, project and planned activity design. • Support People Leaders with advice and guidance on functional capacity assessments and maintenance of external provider relationship and contractual obligation.
External Agencies & Providers	• Disability Support Agencies & Job Network Providers manage the employee relationship in conjunction with People Leader. • Provide expert advice on functional capacity assessment, level of support and supervision, and suitability/alignment with task.
Supported Worker Position	• A role within the organisation designed to facilitate the employment of a worker that requires additional support in order to participate in the workforce.
Planned Activity	• A short- or medium-term project that may be individual or group based, and suitable for supported workers under the supervision of a mentor and People Leader.
Supported Worker Program	• The overall program that may consist of multiple activities or positions across the organisation that are suitable for supported workers.

3. POSITION, PROJECT, OR PLANNED ACTIVITY DESIGN & CONSULTATION

City of Mount Gambier recognises the mutually beneficial relationship and community outcomes which arise from having supported workers in the workplace undertaking existing roles or as part of projects and planned activities.

When considering supported worker position, projects and planned activities design, approval should first be gained by the relevant General Manager outlining the following.

- The position of the organisation and its overall capacity to facilitate such positions, projects and planned activities in a safe manner.
- The capacity of the business unit / portfolio to manage the supported worker's needs.
- Budget, funding and supported wage contractual obligations.
- The task complexity, licencing, competency, and level of support required.
- Consultation with relevant and authorised external agencies, and those with lived experience, to understand how the job design can be enhanced for a supported workers learning and development experience.
- Safety of supported person, carer (if required) and any employee; if a safe work environment for all parties cannot be achieved the organisations reserves the right to retract any such position, project, or planned activity.

4. RECRUITMENT AND SELECTION

The People Leader will work with the Human Resources team to identify and develop a position description that articulates the roles, responsibilities and qualifications required for the supported worker position or planned activity. In defining these positions and activities, it is important to articulate the outcomes and objectives of the program to assist with capacity assessment for the Supported Worker. The final position description must be signed off by the Hiring Manager, Manager and General Manager.

The Hiring Manager will complete the "Employee Appointment Form – AR19/28883" and the Employee Appointment Workflow, instructions for the workflow AR18/10643 and submit with the position description for approval. All recruitment requires the approval of the relevant General Manager and the Chief Executive Officer.

Once the request has been approved by the General Manager and Chief Executive Officer , the Human Resources Team will liaise with an appropriate external service provider service to coordinate recruitment and advertising for the supported worker position or planned activity.

The External Service Provider will administer the recruitment process and present a list of candidates to the organisation for consideration. The Hiring Manager and Human Resources Team will establish a selection panel to ensure a fair an unbiased candidate assessment. The roles and responsibilities of the selection panel is consistent with those outlined in the organisation's Recruitment and Selection Procedure under Section 5.

The Hiring Manager will review the applications and advise the Human Resources Team of their preferred shortlist. This Hiring Manager may consult with other members of the

selection panel as required. The Human Resources Team will then liaise with the External Service Provider to coordinate interviews.

The selection process will be administered as outlined in the organisation's Recruitment and Selection Procedure with assistance from the External Service Provider. This includes the interview process, requirement for reference checks and communication with all candidates.

A letter of offer for the successful candidate will be coordinated by the Human Resources Team with the External Service Provider. This will include any requirement for pre-employment checks as outlined in the organisation's National Police Check, Working with Children Check and Vulnerable Person Related Check Procedure, and functional capacity assessments including ongoing monitoring.

5. INDUCTION AND ONBOARDING

It is the responsibility of the relevant People Leader to coordinate an appropriate induction for the supported worker in collaboration with the Human Resources Team and External Services Provider. This includes:

- Schedule a comprehensive orientation session on the first day.
- Provide an overview of the organisation's history, mission, and values.
- Present the organisational structure and key departments.
- Share information about workplace policies, including codes of conduct and safety procedures.
- Familiarise Supported Workers with workplace facilities, including restrooms, break areas, and emergency exits including any special requirements that may need to be facilitated.

As part of all Supported Worker positions, planned activities and programs, the Supported Worker must be assigned a mentor to provide ongoing support and guidance. It is the responsibility of the People Leader to:

- Assign an experienced mentor to each Supported Worker to facilitate their integration into the organisation.
- Clearly define the mentor's roles and responsibilities, including regular check-ins and guidance on job tasks.
- Encourage open communication between mentors and trainees to address questions and concerns.
- Monitor mentor-supported worker relationships to ensure effectiveness.
- Be aware and have a clear understanding of a Supported Worker's functional assessment and monitor at least annually or because of any observed or identified change in functional capacity or support require and/ or requested.

6. SUPPORTED WORKER INDIVIDUAL PLAN

All Supported Workers must have an individual support plan which includes a functional capacity assessment. This plan together with the functional capacity assessment must be reviewed at least annually.

As part of the position, planned activity or program job design and together with External Service Providers the organisation may utilise the following support mechanisms and/ or

modifications to enhance the Supported Workers working experience and ongoing development may be put in place:

- Additional technology, equipment, alterations to plant, equipment and working environment where possible and within funding availability.
- Modification to working hours including span of hours in a day and or days worked.

7. WORKPLACE HEALTH AND SAFETY

The City of Mount Gambier recognises that Supported Workers are vulnerable employees within the workplace and require additional supervision, support and mentoring to maintain their health safety and wellbeing and a Safety Always Culture.

Supported Workers are covered by the organisation's Workplace Health and Safety Principles and Procedures and must be appropriately inducted and trained so that the understand and can perform their duties safely and effectively.

Supported workers are not covered by the Local Government Association Workers Compensation Scheme (LGAWCS) if their employment is administered through an external service provider or program. Any incidents or injuries must be notified to the City of Mount Gambier human resources team and the external service provider as soon as practicable in addition to the normal reporting and investigation channels.

8. ADDITIONAL SUPPORT

Supported Workers have access to the City of Mount Gambier's Employee Assistance Program (EAP) and will be notified of this during their induction process.

Supported workers will be provided with details of the appropriate channels to raise concerns and issues related to their employment such as:

- Clear reporting channels, such as designated HR contacts and Service Providers.
- Encourage supported workers to report any incidents of harassment, discrimination, or safety concerns.
- Ensure confidentiality and protection against retaliation for those who report.

9. CONTRACT COMPLETION

The External Service Provider may conduct an exit interview to gather feedback from Supported Workers and identify areas for process improvement. The City of Mount Gambier will also invite the Supported Worker to undertake an exit interview in order to assess and improve the Supported Worker positions, planned activities or programs based on Supported Worker feedback and performance outcomes.

Supported Worker positions, planned activities and programs are not a pathway to employment with the City of Mount Gambier. Supported Workers must be made aware that they are not guaranteed an ongoing position by participating in the program. However, Supported Workers can apply for positions advertised by the City of Mount Gambier.

10. REPORTING REQUIREMENTS

The organisation will compile and report on Supported Worker progress, contractual obligations, achievement and program outcomes as requested by the External Service Provider and as per Australian Standards.

Records will also be maintained in accordance with the organisation's Records Management Policy.

11. REVIEW & EVALUATION

This Administrative Principle is scheduled for review in Month, 20##; however, will be reviewed as required by any legislative changes which may occur.

12. AVAILABILITY OF POLICY

This Administrative Principle is available in Council's Electronic Record Management System CM9.

File Reference:	AR24/12364
Applicable Legislation:	Fair Work Act National Employment Standards WHS Act 2012 (SA) Disability Discrimination Act 2004 Equal Opportunity Act 1984
Related Procedures:	Australia's Disability Strategy 2021-2031 Disability Inclusive Language Guidelines Disability Access and Inclusion Plan Work Health and Safety Principles and Procedures Recruitment and Selection Procedures Records Management Policy National Police Clearance and Working With Childrens Check Procedures

DOCUMENT DETAILS

Responsibility:	MANAGER ORGANISATIONAL DEVELOPMENT
Version:	#1.0
Last revised date:	March 2024

City of Mount Gambier	**ADMINISTRATIVE PRINCIPLE SUPPORTED WORKER PROGRAM**	Version No:	1
		Issued:	March 2024
		Next Review:	March 2027

Minute reference:	27th March, 2024 Management Executive Leadership Team
Next review date:	March, 2027
Document History	

16.9 WORK HEALTH SAFETY (WHS) AND WELLBEING QUARTERLY REPORT - JANUARY - MARCH 2024 – REPORT NO. AR24/36617

Committee:	**Audit and Risk Committee**
Meeting Date:	**3 June 2024**
Report No.:	**AR24/36617**
CM9 Reference:	**AF11/863**
Author:	**Leanne Little, Acting Manager Organisational Development**
Authoriser:	**Jane Fetherstonhaugh, General Manager Corporate and Regulatory Services**
Summary:	**This report is a summary of Councils performance in the area of Workplace Health Safety and Wellbeing. The report also provides an overview of key initiatives underway in this area.**
Strategic Plan Reference:	**Goal 1: Our People** **Goal 2: Our Location** **Goal 3: Our Diverse Economy** **Goal 4: Our Climate, Natural Resources, Arts, Culture and Heritage** **Goal 5: Our Commitment**

REPORT RECOMMENDATION

1. That Audit and Risk Committee Report No. AR24/36617 titled ‘Work Health Safety (WHS) and Wellbeing Quarterly Report - January - March 2024’ as presented on 03 June 2024 be noted.

TYPE OF REPORT

Corporate

BACKGROUND

This report is a presentation for the ongoing reporting structure for workplace health, safety and wellbeing at City of Mount Gambier. Its purpose is to provide the Audit and Risk Committee with a summary of our safety performance with insights for continuous improvement. This format will evolve as our data and reporting capability improves, and once there are established KPIs and targets that can provide a strategic oversight of safety performance with lag and lead indicators.

PROPOSAL

That City of Mount Gambier's Audit and Risk Committee receives a regular Work Health Safety and Wellbeing report presenting a quarterly update on performance, compliance and initiatives.

LEGAL IMPLICATIONS

Section 125 of the Local Government Act 1999 ('LG Act') requires the City of Mount Gambier to ensure that appropriate policies practices and procedures of internal control are implemented and maintained in order to assist the organisation to carry out its activities in an efficient and orderly manner to achieve its objectives.

City of Mount Gambier is required to provide and undertake measures to eliminate risks to health and safety, so far as is reasonably practicable. If it is not reasonably practicable to eliminate risks to health and safety, then to minimise those risks so far as is reasonably practicable and to demonstrate a systematic approach to the planning and implementation of Work Health and Safety processes that are compliant with the legislation, regulations and self-insurance requirements covered under:

- Work Health and Safety Act 2012
- Work Health and Safety Regulations 2012
- Return to Work Act 2014
- Return to Work Regulations 2015
- Code of Conduct for Self-Insured Employers under the Return to Work Scheme which includes the Performance Standards (Injury management standards for self-insured employers April 2019 and Work Health and Safety standards for self-insured employers August 2017)

STRATEGIC PLAN

Nil

COUNCIL POLICY

The Workplace Health and Safety Management System supports Council Policy - Risk Management.

ECONOMIC IMPLICATIONS

Nil

ENVIRONMENTAL IMPLICATIONS

Nil

SOCIAL IMPLICATIONS

Nil

CULTURAL IMPLICATIONS

Nil

RESOURCE IMPLICATIONS

Nil

VALUE FOR MONEY

Nil

RISK IMPLICATIONS

This report will assist the City of Mount Gambier to manage its risk associated with workplace health and safety ensuring it meets it legislative requirements and that its workforce and community are kept safe and healthy in the delivery of services and operations.

EQUALITIES AND DIVERSITY IMPLICATIONS

Nil

ENGAGEMENT AND COMMUNICATION STRATEGY

Nil

IMPLEMENTATION STRATEGY

Nil

CONCLUSION AND RECOMMENDATION

This report provides a summary of our safety performance with insights for continuous improvement. It also provides a summary of key initiatives that are currently being worked on within this area. It is recommended that a Workplace Health, Safety and Wellbeing Report continue to be presented to the Audit and Risk Committee.

ATTACHMENTS

1. Work Health Safety (WHS) January - March 2024

Corporate & Regulatory Services – Organisational Development Team

Work Health Safety, Injury Management & Wellbeing

Detailed Quarterly Report

January 2024 – March 2024



City of Mount Gambier

SUMMARY

This report provides a detailed assessment of current state for safety compliance and performance at City of Mount Gambier (COMG).

As the organisation continues to show signs of improvement towards increased maturity within hazard identification, incident investigation and injury management the focus on training for our People will continue to be forefront.

Increased capability of use within the Skytrust Safety Management Systems through the WHS Field Partner project will be critical in driving continuous improvement within this space.

Improved reporting, monitoring and accountability processes have commenced implementation in early 2024.

Assessment against industry trends, partnerships with external advisors, and identification of internal capability opportunities will also form part of shared Work Health Safety responsibility across the organisation.

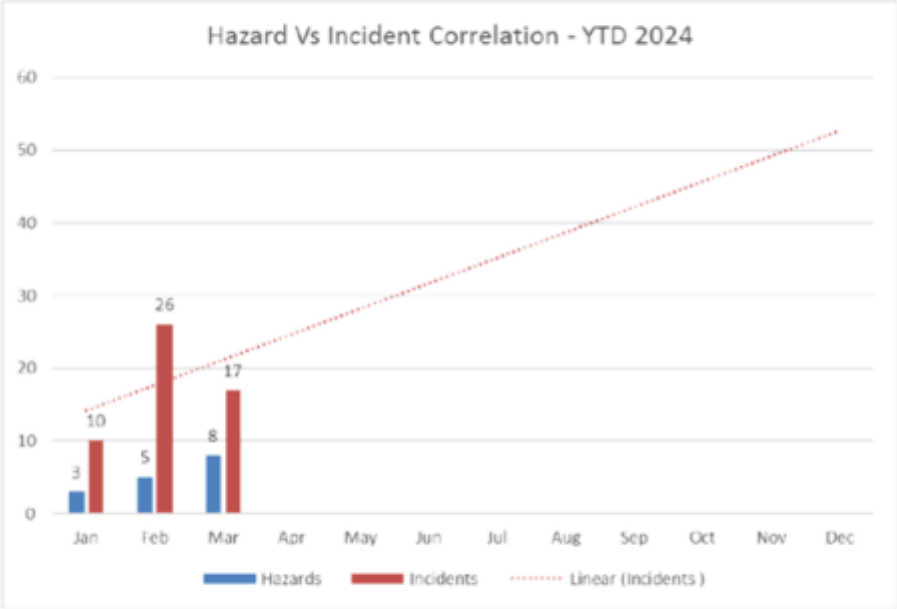
CURRENT FOCUS AREAS:

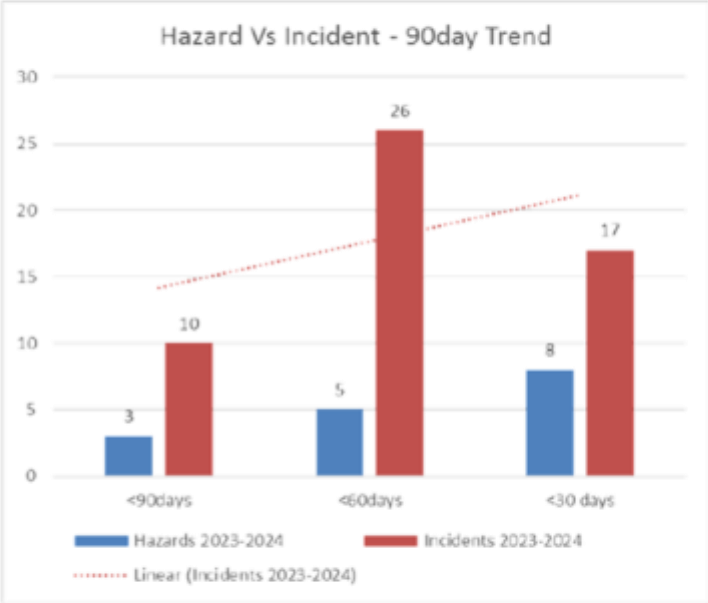
- Completion of Return To Work SA Observation by LGAWCS
- Development of 2024 WHS / IM Action Plan
- WHS Field Partner Project - Ongoing training and development of Infrastructure Team
- Training Needs Analysis – Indoor Staff
- Return To Work Training On Demand – People Leaders
- Improved Accountability Reporting
- Development of CAPA Reporting
- Industry Trends Analysis

NOTIFIABLE INCIDENTS

There were zero Notifiable Incidents reported to Safework SA for the period of January 2024 – March 2024

Hazard and Incident Correlation





Hazard Management

Total Hazard Reports – Yearly Comparison

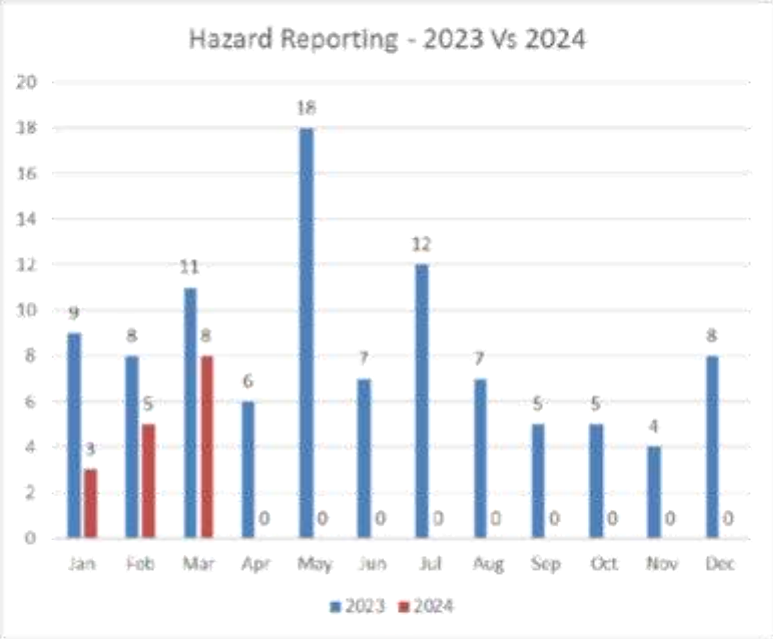
This graph demonstrates the yearly comparison of the Organisational hazard reporting for each month compared to the same month in the previous year.

This data assists with providing management an analysis of seasonal hazard trends which may occur across the organisation.

- There was a total of sixteen (16) hazards reported for the January 2024 – March 2024 period.
- This compares to twenty-eight (28) hazards reported for the same period in 2023.

This data indicates a decrease in reporting trends for the January 2024 – March 2024 period compared to the same period last year.

This will be communicated through toolbox meetings for follow up throughout the organisation to ensure hazard reporting continues to be effective.



Hazard Management

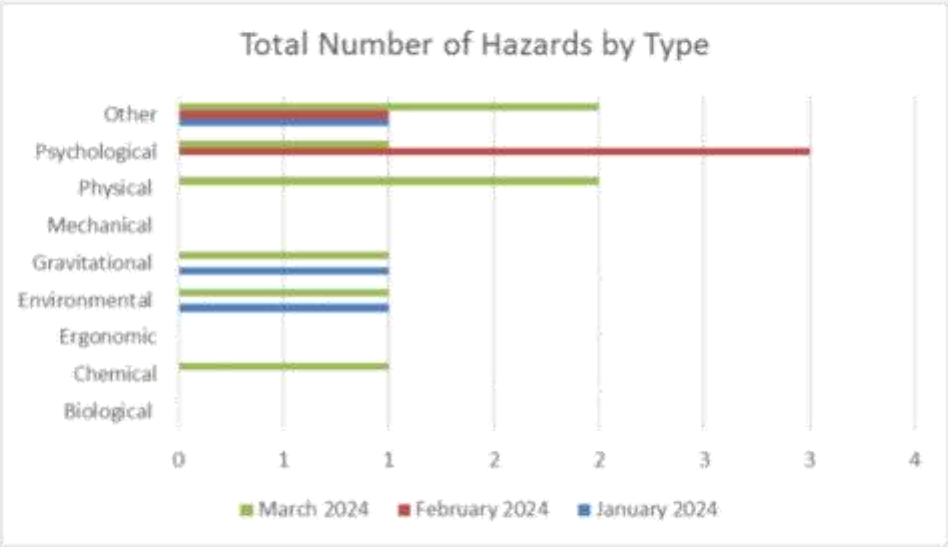
Hazards by Type

This graph demonstrates the hazards by type for each month.

This data assists with providing management an analysis of seasonal hazard trends which may occur across the organisation or identifying where new categories of hazards are trending across the organisation.

Additional analysis is placed on those hazards being put through as 'other' and specifically looking for areas of improvement opportunities.

- Addition of community support information for staff to assist homeless individuals
- Specific monitoring of psychological hazards and development of Psychosocial Management Policy to meet legislative changes.



'Other' Hazards (New)

- Welcome Centre – Pumping station gates not closed; visitor drove down in the unauthorised area.
- Civic Centre - Entrance into/out of Civic Centre (Coles Exit side) is dark due to blown globe in corridor.
- WTS & ReUse Market - Water is coming up from under concrete where it joins bitumen at Waste Shed near door 1.
- Community Events – Welcome Centre Toilets not cleaned for over 12 hours. Last cleaned 8.55am 31st December 2023, next clean was 10.40am 1st January 2024

Hazard Management

Detailed Hazards by Department

Detailed reporting of Hazards by Department and type for the period of January 2024 until March 2024

Business Unit	ID	Originate Date	Department	Type
City Infrastructure	476	15/01/2024	Asset Maintenance	Gravitational - Fall from height
City & Community Growth	475	1/01/2024	Community & Events Team	Other
City & Community Growth	477	16/01/2024	Library Team- All Library Staff	Environmental - Insects / Vermin
Corporate and Regulatory Services	480	19/02/2024	Iservices / Records	Other
City & Community Growth	478	12/02/2024	Community & Events Team	Psychological – Threatening Behaviours
City & Community Growth	479	18/02/2024	Visitor Services Team	Psychological – Threatening Behaviours
City & Community Growth	481	23/02/2024	Economic Strategy & Development	Psychological – Threatening Behaviours
City & Community Growth	482	23/02/2024	Library Team- All Library Staff	Mechanical - Cutting / Stabbing / Puncturing
City Infrastructure	489	13/03/2024	Waste Transfer Station/ ReUse Market	Other
City Infrastructure	483	1/03/2024	Parks and Gardens	Chemical - Asbestos
City & Community Growth	484	5/03/2024	Visitor Services Team	Gravitational - Slip / Trip / Fall
City & Community Growth	488	12/03/2024	Library Team- All Library Staff	Physical - Housekeeping
City & Community Growth	485	10/03/2024	Welcome Centre	Other
City & Community Growth	486	11/03/2024	Welcome Centre	Environmental - Hot / Cold Working Environment
City & Community Growth	487	11/03/2024	Welcome Centre	Psychological – Threatening Behaviours
City & Community Growth	490	31/03/2024	Welcome Centre	Physical - Housekeeping

Hazard Management

Effective Hazard Management

The total amount of hazards outstanding as at the 31 March 2024 is one hundred and six (106). This has **increased** from nighty six (96) in the previous reporting period.

The total percentage of hazards closed for the period of January 2024 to March 2024 is 25%

This represents a **decrease** in closure rate of previous period being 17.65%.

The average days taken to assess and close a hazard in the months of January 2024 to March 2024 period is 13 days. This is a slight **decrease** from the previous reporting period which was 31 days.





Hazard Trending (New)

This table assists with identifying hazard management trends

- Total Outstanding Hazards is increasing
- % of Hazards closed out is decreasing
- The organisation is taking longer to close hazards

Reporting Quarter	Number Hazards Outstanding	% of Hazards Closed Out	Average Days to Close Hazard
January 2023 –March 2023	129	37.50%	6.22 Days
April 2023 – June 2023	112	42.11%	18.66 Days
July 2023 – September 2023	84	50.00%	22.42 Days
October 2023 – December 2023	96	17.65%	31.00 Days

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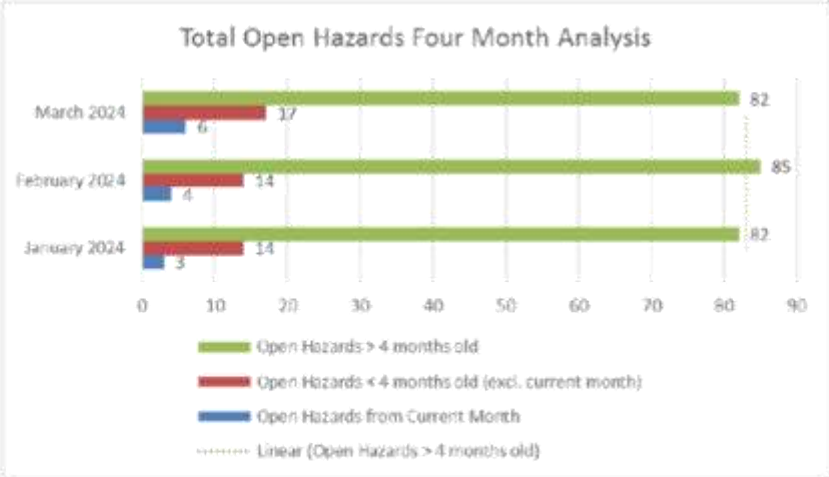
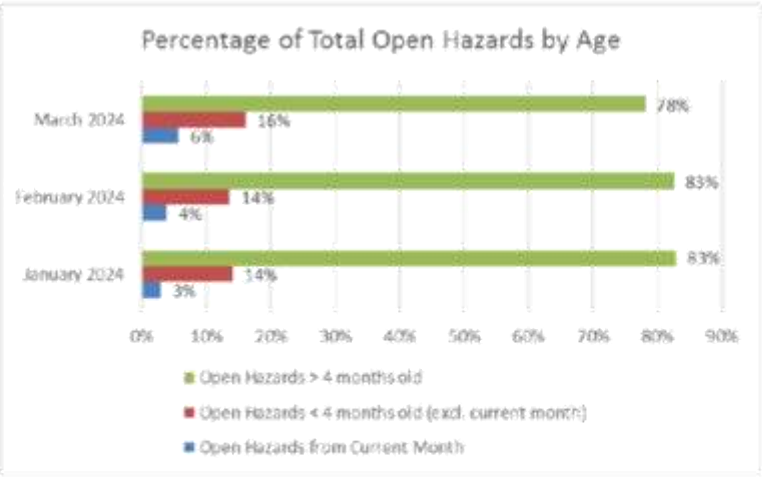
Hazard Management

Closure Rate by Four Month Analysis

- The total amount of open hazards that were greater then four (4) months age is **eighty-two (82),** which **represents seventy-eight percent (78)** of the total open hazards.
- The total number of open hazards that are less then four (4) months old is **seventeen (17)** which represents **sixteen (16)** percent of the total closed hazards
- The total number of hazards closed out within the current month is **six (6)** which represents **six (6)** percent of the total hazards closed.

The linear trend is indicating a **consistent approach** on the four-month analysis for the total number of hazards open greater than four (4) months has slightly increased with the number currently **eighty-two (82)** compared to **seventy-seven (77)** at the end of the last reporting period.





08

Incident and Investigation Management

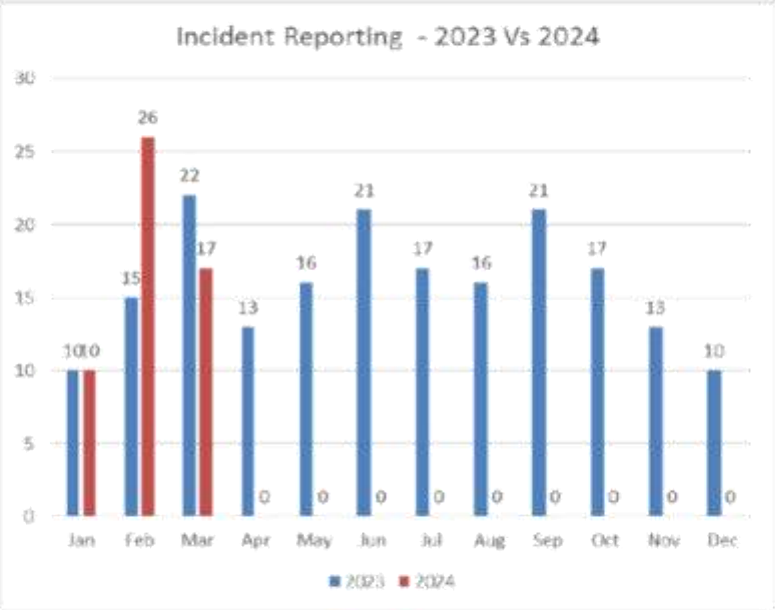
Incident Reporting

This graph demonstrates the yearly comparison of the Organisational incident reporting for each month compared to the same month in the previous year.

This data assists with providing management an analysis of seasonal hazard trends which may occur across the organisation.

- There was a total of fifty-three (53) incidents reported during the January 2024 – March 2024 period.
- This compares to forty-seven (47) incidents for the same period in the year2022.

This indicates a slight improvement in the number of incidents being reported.

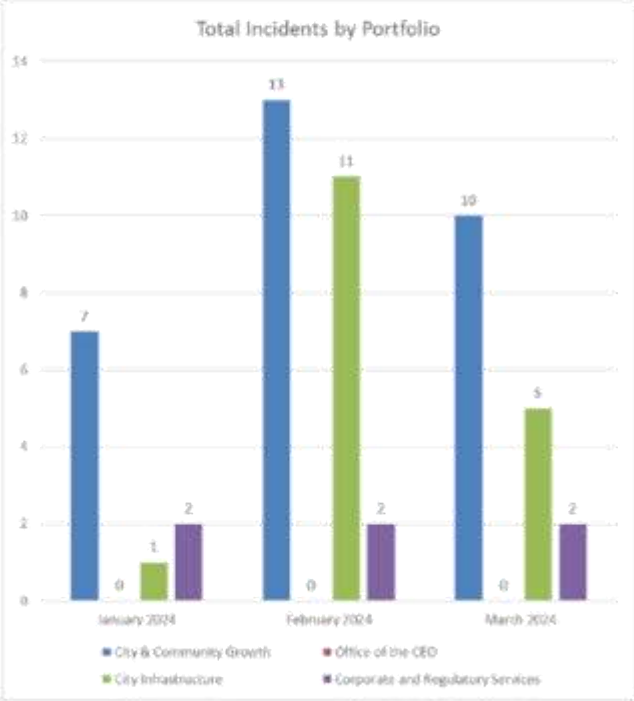


09

Incident and Investigation Management

Incidents By Portfolio

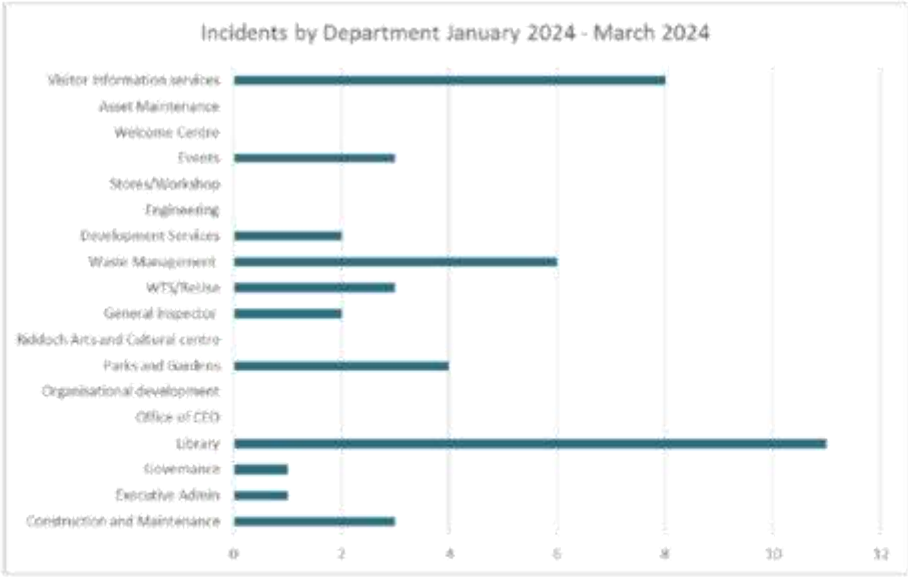
This graph demonstrates the incidents by portfolio for the reporting period January 2024 – March 2024.



Incidents By Department NEW

This graph demonstrates the incidents by department for the reporting period January 2024 – March 2024.

- Library and Visitor Information Services currently have the highest rate of incident.



010

Incident and Investigation Management

Incidents By Type

This graph demonstrates the incidents by type for the reporting period January 2024 – March 2024.

Behavioural incidents at community facing departments continue to be cause of concern. The Library continues to report incidents with most attributed to behavioural within and close by the Library precinct.

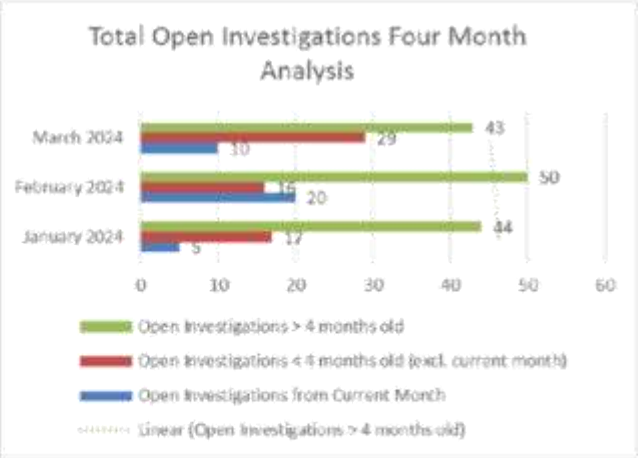
Incident Type	Jan	Feb	March
Near Miss	1	2	1
Notifiable	0	0	0
Injury Employee or Volunteer	3	2	5
Injury Member of Public	1	0	3
Communication	0	0	0
Property Damage	0	3	2
Environmental Impact	0	1	2
Other (inc Behavioural)	4	9	4
Report only	0	8	0
Security	0	1	0
Hazard Raised from Incident	1	0	0

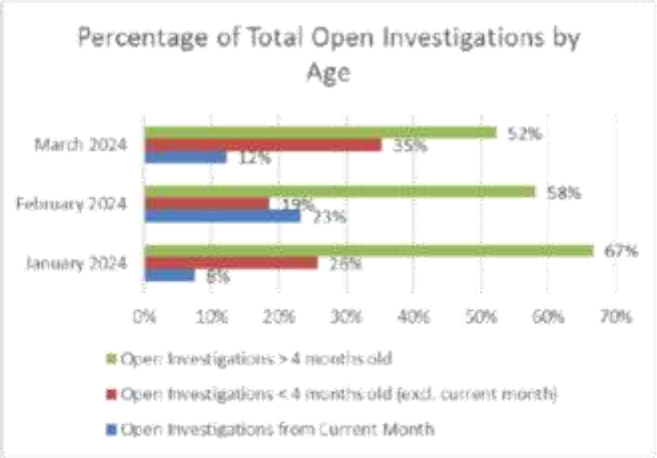
Investigation Management

Closure Rate by Four Month Analysis

- The total amount of open investigations that are greater than four (4) months age is **forty-three (43)** which **represents fifty-two percent (52)** of the total open investigations.
- The total number of open investigations that are less than four (4) months old is **twenty-nine (29)** which represents **thirty-five percent (35)** of the total open investigations.
- The total number of open investigations for the current month is **ten (10)** which represents **twelve percent (12)** of the total open investigations.

The linear trend is upward which indicates the investigations are taking longer to close out and the number of investigations open greater the four months is increasing. The four-month analysis indicates the total number of investigations open greater than four (4) months has increased and is currently **forty-three (43)** compared to **twenty-eight (28)** at the end of the previous reporting period.





012

Investigation Management

Open and Overdue Investigations by Department NEW

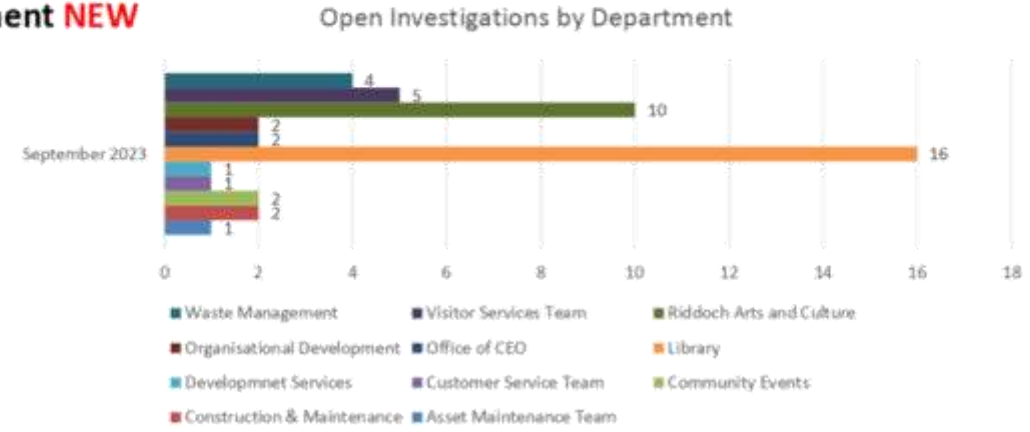
This graph demonstrates the overdue investigations by department which is a drilled down level from portfolio.
The aim of this level in reporting is to identify any training opportunities for investigation management, OR to highlight where there is a long-term investigation that may require additional assistance by collaborating with other departments or industry experts in the relevant field.

This level of reporting will now be a standing agenda item at the Monthly Management Team meeting to ensure departments are focusing on WHS management and to demonstrate accountability of people Leaders as recommended by external audit and observation reviews by Local Government Workers Compensation Scheme.

- The Manager of Organisational Development has reviewed the content of the overdue investigations to determine if these items are lack of training within skytrust systems or genuine outstanding investigations

Recommendations NEW

- Training has been occurring and improvement is occurring in age of outstanding transactions



Top Ten Oldest Open Investigations by Department NEW

Incident ID	Action ID	Incident Date	Area	Business Unit
1048		17/07/2023		City & Community Growth
1054		27/07/2023		City & Community Growth
1060		31/07/2023		City & Community Growth
1063		01/08/2023		City & Community Growth
1070		19/08/2023		City & Community Growth
1074		25/08/2023		City & Community Growth
1075		25/08/2023		City & Community Growth
1076		31/08/2023		City & Community Growth
1084		13/09/2023		City of Mount Gambier
1086		14/09/2023		City & Community Growth
1088		18/09/2023		City & Community Growth

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Corrective Action Management NEW

ID	Added Date	Action Type	Details	Due Date	Responsible Person Department
533675	23/03/2023	Corrective	Identified in previous inspections. The immediate surrounds of the Carinya Gardens Machinery shed need landscaping/ footpaths and drainage improvements. It was never completed since the new shed was erected.	31/08/2024	Engineering
550825	11/05/2023	Corrective	WHS Committee Meeting Action - WHS Principles and Procedure Review - Prevention of Falls procedure	10/06/2023	Organisational Development
550836	11/05/2023	Corrective	EPC Committee Meeting Action - Emergency Planning Committee to look a developing a handover procedure for new Wardens.	10/07/2023	Customer Service Team - Civic Centre
550829	11/05/2023	Corrective	EPC Committee Meeting Action - Collection Management Riddoch - Plan (disaster recovery) ensure City of Mount Gambier Plans and Collections Management Plans intertwine.	10/07/2023	Riddoch Arts & Cultural Centre Team
550840	11/05/2023	Corrective	EPC Committee Meeting Action - TL EX, to complete Chief Warden Training	10/07/2023	Riddoch Arts & Cultural Centre Team
550841	11/05/2023	Corrective	EPC Committee Meeting Action - Mock evacuation due last completed 11/12/2021 ACTION - RACC Coordinator to follow-up and organise the mock evacuation.	10/07/2023	Riddoch Arts & Cultural Centre Team
550803	11/05/2023	Corrective	WHS Committee Meeting Action - To report back with a solution/update with the emergency exit at visitor centre being unsafe to use.	10/06/2023	Visitor Services Team
550809	11/05/2023	Corrective	WHS Committee Meeting Action - HR to investigate organising a disability compliance inspection for sites	10/06/2023	Organisational Development
550824	11/05/2023	Corrective	WHS Committee Meeting Action - WHS Principles and Procedure Review - Hot Work Procedure Mechanic and TL Construction	10/06/2023	Organisational Development
550839	11/05/2023	Corrective	EPC Committee Meeting Action - Emergency Plans ensure first aid kits are located at the same place as identified on the emergency plans.	10/07/2023	Organisational Development
550830	11/05/2023	Corrective	EPC Committee Meeting Action - WTS/ ReUse Market - Concerns raised that no one is trained within emergency management or as a first aid officer on weekends at the WTS.	10/07/2023	Waste Transfer Station/ ReUse Market
550837	11/05/2023	Corrective	EPC Committee Meeting Action - WTS/ ReUse Market - Organise a mock evacuation ASAP for the Waste Transfer Station and ReUse Market.	10/07/2023	Waste Transfer Station/ ReUse Market

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Corrective Action Management NEW

550804	11/05/2023	Corrective	WHS Committee Meeting Action - Storage in Library - To report on solution effectiveness	10/06/2023	Library Team- All Library Staff
554517	23/05/2023	Corrective	Organise repairs to fence	21/08/2023	Waste Management
555732	24/05/2023	Corrective	Health & Safety Champion poster for site need to be updated to remove staff no longer employed at Council	31/08/2023	Organisational Development
561350	22/06/2023	Corrective	Carinya Gardens Workplace Emergency and Evacuation Plan needs to be reviewed and updated. Draft version available in CM9 Record no. AR19/67124. Assistance from WHS as required	16/04/2024	Parks and Gardens
562189	27/06/2023	Corrective	Review and implement Plant Sticker Template and file to CM9	31/07/2023	Construction & Maintenance
573784	25/07/2023	Corrective	Blue Lake Sports Park Staff out on site dont have a designated lunchroom. They are using the shed that currently houses petrol, poison and there is evidence of rats living there. Progress updates - Action put a case together for consideration at ELT. 2	21/01/2024	Engineering
575919	31/07/2023	Corrective	Research and find solution to make site secure. e.g. swipe card access. possible the same solution that's being determined for the Depot.	1/07/2024	Waste Transfer Station/ ReUse Market
575941	31/07/2023	Corrective	Concrete Slab requires extension to provide adequate space for customers loading metal waste.	29/09/2023	Construction & Maintenance
585842	30/08/2023	Corrective	Replace laser light on Waste Shed as it doesn't allow enough natural light through.	26/02/2024	Waste Management
600294	13/10/2023	Corrective	Confined Space Procedure Committee endorsed procedure, update responsible person to reflect- Manager Operations Infrastructure and send to ELT for endorsement (HR/WHS Team)	27/10/2023	Organisational Development
602503	19/10/2023	Corrective	Eye wash station is not working correctly (one side is blocked) and access is obstructed at Caroline Landfill. Identified from site inspection on 11/10/23	18/11/2023	Waste Management
602497	19/10/2023	Corrective	Defibrillator (AED) Signage (Supplied) indicating location of the unit and DRSABCD posters are not displayed at Caroline Landfill. Fire extinguisher sign on office needs replacing	18/11/2023	Waste Management
656943	4/09/2024	Corrective	Cage with bund fit for purpose required	1/08/2024	Waste Transfer Station/ ReUse Market

Preventative Action Management NEW

ID	Added Date	Action Type	Details	Due Date	Responsible Person Department
496461	30/11/2022	Preventative	The wooden retaining wall around Carinya Chapel is rotten and looks quite dangerous. Please see photos attached.	31/08/2024	Engineering
534032	24/03/2023	Preventative	Please investigate structural integrity of fence bordering Umpherton Sinkhole	31/07/2023	Construction & Maintenance
573788	25/07/2023	Preventative	Firefighting equipment at Caroline Landfill. Progress update Action Jeremy to ensure that ability to use equipment for this is covered off in Caroline Landfill induction. 21/03/2023Need to check/review the induction. 23/05/2023 Hydro Mulcher can be u	21/01/2024	Waste Management
573783	25/07/2023	Preventative	Traffic Management Plan to be developed for the Depot Progress update - Abdullah to develop traffic management plan for the depot to address the traffic coming in the back since front gate has been closed. 27/09/2022 - Abdullah has sourced boom gates, w	21/01/2024	Construction & Maintenance
573769	25/07/2023	Preventative	Investigate contact officer available training and associated costs	23/09/2023	Organisational Development
582557	18/08/2023	Preventative	Ongoing issue of non compliant emergency exit	1/09/2023	Visitor Services Team
582563	18/08/2023	Preventative	wetlands walkway not structural. This is not accessed by staff or visitors, although it is an emergency exit so should be compliant.	1/09/2023	Visitor Services Team
597904	5/10/2023	Preventative	Inspect the vehicle service pit at Caroline as it has been damaged, to see if the pit could be filled in and concreted over for safety purposes, and if possible, could you complete task.	2/04/2024	Waste Management
606295	30/10/2023	Preventative	Explore options to improve access to On/Off Valves on Caroline Landfill Overhead Diesel Tank.	10/01/2024	Waste Management
615349	23/11/2023	Preventative	additional evacuation exercise	18/06/2024	Waste Transfer Station/ ReUse Market
657555	6/03/2024	Preventative	TRA to be reviewed to identify appropriate exclusion zone and situatonal awareness Implemenation Training	30/04/2024	Waste Management

016

Injury Management

Lost Time Injury Frequency Rate (LTIFR)

A lost-time injury is something that results in a fatality, permanent disability or time lost from work. It could be as little as one day or shift.

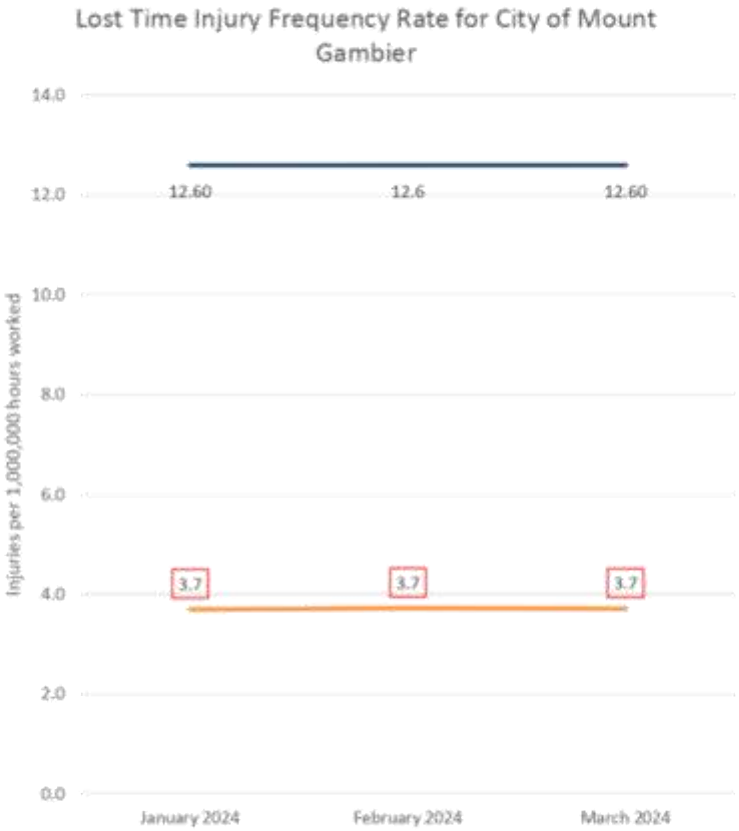
LTIFR refer to the number of lost-time injuries within a given accounting period, relative to the total number of hours worked in that period.
LTIFR is a proxy measurement for safety performance.

LTIFR calculations measure the number of lost-time injuries per million hours worked during an accounting period. It is a figure that can be benchmarked with others in the industry.

- The Lost Time Injury Frequency Rate (LTIFR) industry benchmark determined by Safework SA for Local Government Administration is 12.0 and for Local Government Field Staff is 12.6.

The graph provides a comparison for the City of Mount Gambier against the industry benchmark for the last four months using the Field Staff benchmark.

For the months of January, February and March 2024 the City of Mount Gambier significantly reduced its lost time injury rates, which put us further below the industry standard. This is directly attributed to employees increasing capacity, returning to the workplace from injury and the reduction in workplace injuries.



017

Workplace Emergency and Evacuation Program NEW

Legislative requirements for employers or a person conducting a business or undertaking (PCBU) to prepare and maintain a workplace emergency plan.

The organisation through regular audits, hazard reporting and through the Work health Safety and Risk Management Action Plan, audit and evaluation process, has identified Workplace Emergency Plans to be modified, reviewed and or new plans developed.

Some of these tasks can be completed in house whilst other tasks require the engagement of specialised strategic risk consultants available to the organisation through Local Government Risk Services (LGRS)

The following work has been identified to be completed.

Plans must comply with Australian quality standards AS3745:2010

Site	Detail	Support	Expected Completion
Welcome Centre, Riddoch Arts and Cultural Centre (Additional Areas)	Development of NEW Evacuation diagrams LGRS Site visits occurred in February 2024	Local Government Risk Services	COMPLETE
Works Depot, Visitor Information centre, Library, Civic Centre, Carinya, Caroline Landfill, Waste Transfer Station, Reuse Market	Review, amend and print current plans. Diagram completed each site is responsible to ensure the current plans are available at each site.	Internal Staff (EACG)	COMPLETE
Riddoch Arts and Cultural centre	Review and update existing WEEP including assessment against incidents against code AS1851:2012. LGRS Site visits occurred in February 2024	Local Government risk Services	COMPLETE
Blue Lake Welcome Centre	Review and develop new WEEP including assessment of potential incidents against code AS1851:2012 LGRS Site visits occurred in February 2024	Local Government risk Services	COMPLETE
Works Depot, Visitor Information Centre, Library, Riddoch Arts and Cultural centre, Civic centre, Carinya, Caroline Landfill, Waste Transfer Station, Reuse Station, Welcome Centre	Develop Emergency Warden Induction program for individual sites based on specific WEEP documents. Completed and available within Skytrust	Internal Staff (WHS Team)	COMPLETE

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Continuous Improvement, Projects and Plans

LG SAFE PROJECT – Implementation Schedule

WHS & RTW Peak Policy	To be endorsed by WHS Committee	Completed 19/03/2024
WHS & RTW Peak Policy	To be Endorsed by Executive Leadership Team	Completed 27/03/2024
COMG – Administrative Principle WHS & RTW	To be endorsed by WHS Committee	Completed 19/03/2024
COMG – Administrative Principle WHS & RTW	To be Endorsed by Executive Leadership Team	Completed 27/03/2024
Policy Adoption Checklist	To be completed and sent to LGRS	Completed 11/04/2024
New Policy Advice	To be sent to all staff	Completed 11/04/2024

Continuous Improvement, Projects and Plans

Communication and Key Focus Areas

- Remind People Leaders to reiterate to their teams the overall importance of reporting safety matters from a preventative and continuous improvement point of view.
- Focus on hazard reporting in high-risk areas
- Remind People Leader of their responsibility to review or investigate hazard and incident reports in a timely manner and tidy up those that are still open and provide feedback to those who have reported. Using the toolbox meeting platforms is a great way to provide this structured feedback.
- Focus on development of Management Team reporting to assist with accountability.
- Continue with contributing to the improved **"Safety Always"** Culture.
- Return to Work and Hazardous Procedures Observation conducted by Local Government Risk Services – April 2024
- Development of Planned Program Review (PPR) in conjunction with Local Government Risk services
- Development of Internal Audit Program for Work Health Safety Management Systems.

16.10 QUARTERLY INTERNAL AUDIT UPDATE REPORT – REPORT NO. AR24/36613

Committee:	**Audit and Risk Committee**
Meeting Date:	**3 June 2024**
Report No.:	**AR24/36613**
CM9 Reference:	**AF11/863**
Author:	**Julie Scoggins, Manager Financial Services**
Authoriser:	**Jane Fetherstonhaugh, General Manager Corporate and Regulatory Services**
Summary:	**Further to the adoption of the Internal Audit Program by Council in December 2023 this report provides an overview of the progress made over the last quarter.**
Strategic Plan Reference:	**Goal 1: Our People** **Goal 2: Our Location** **Goal 3: Our Diverse Economy** **Goal 4: Our Climate, Natural Resources, Arts, Culture and Heritage** **Goal 5: Our Commitment**

REPORT RECOMMENDATION

1. That Audit and Risk Committee Report No. AR24/36613 titled ‘Quarterly Internal Audit Update Report’ as presented on 03 June 2024 be noted.

TYPE OF REPORT

Legislative

BACKGROUND

1. **Section 84** - of the Statutes Amendment (Local Government Review) Act 2021 includes subsection (3) which results in a greater emphasis on internal audit and risk management.
2. **Section 82** - of the Act amends Section 125 of the Local Government Act and in particular, Section 125(3) to include that 'a Council must ensure that appropriate policies, systems and procedures relating to risk management are implemented and maintained in order to assist the Council to carry out its activities in an efficient and orderly manner' to:
   - achieve its objectives;
   - inform appropriate decision making;
   - facilitate appropriate prioritisation of finite resources;
   - promote appropriate mitigation of strategic, financial and operational risks relevant to the Council.
3. **Section 126** ***(4)*** - *The functions of a council audit and risk committee include—*

   (*g*) —
   (i) if the council has an internal audit function—
   (A) providing oversight of planning and scoping of the internal audit work plan; and
   (B) reviewing and commenting on reports provided by the person primarily responsible for the internal audit function at least on a quarterly basis;
4. **Internal Audit Approach** - Council historically not had an internal audit function or undertaken internal audits. An approach was agreed with Dean Newbery and Partners further to their appointment as Council's external auditor in 2021 as follows:
   - **Internal Financial Controls Self-Assessment** - The internal financial controls that had not been assessed since 2018 would be assessed in FY 2023;
   - I**nternal Audit** - A risk based approach would be undertaken to build an internal audit program starting with one internal audit in FY 2024.
5. **Audit and Risk Committee Terms of Reference** - The following section of the Audit and Risk Committee Terms of Reference (as adopted in April 2024) is relevant to this report:

   12.4 Internal Audit (where Council has a separate internal audit function) The Committee shall:

   12.4.1 Monitor and Review - The effectiveness of the Council's internal audit function in the context of the Council's overall risk management system.

12.4.2 Program - Consider and make recommendation on the program of the internal audit function and the adequacy of its resources and access to information to enable it to perform its function effectively and in accordance with the relevant professional standards.

12.4.3 Reports - Review all reports on the Council's operations from the internal auditors.

Aligned with **Section 126 (4)** of the Local Government Act one of the functions of the Audit and Risk Committee will be as follows:

(i) if the council has an internal audit function—

(A) providing oversight of planning and scoping of the internal audit work plan; and

(B) reviewing and commenting on reports provided by the person primarily responsible for the internal audit function at least on a quarterly basis;

*Aligned with **Section 125A** of the Local Government Act as follows:*

(1) Despite any other law or instrument to the contrary, the person primarily responsible for the internal audit function –

(a) must ensure that any reports they prepare relating to the internal audit function are provided directly to the audit and risk committee; and

(b) may report any matters relating to the internal audit function directly to the audit and risk committee.

12.4.4 Findings and Recommendations - Review and monitor management's responsiveness to the findings and recommendations of the Internal Auditor; and

12.4.5 Direct Access - Provide the internal Auditor with the right of direct access to the Mayor of the Council and to the Presiding Member of the Committee.

As such quarterly reporting will be provided to the Council Executive and the Audit and Risk Committee.

6. **Internal Audit Policy** – As adopted by Council in December 2023 includes the following reporting requirements:

9.2 Audit and Risk Committee - *A number of reports will be brought to the Audit and Risk Committee to include the following:*

- ***Individual Internal Audit Reports*** *- Will be brought to the Council Executive and Audit and Risk Committee as required to detail the scope of the internal audit prior to commencement of the audit activity, with a further report to be brought to the Council Executive and Audit and Risk Committee to provide the internal audit report that will detail the findings and agreed actions.*

- ***Quarterly Internal Audit Updates*** *– A report that will provide an overview of the internal audit function at least on a quarterly basis.*
- ***CEO Annual Report*** *- on the council's internal audit processes, reporting as required with regard to the internal audit plan and proposed scope of each internal audit.*

7. **Audit and Risk Committee Work Program** - The adopted work program includes quarterly reports to be taken to the Audit and Risk Committee for the following meetings (noting that a proposed revised work program has been included in this agenda):
   - 26 February 2024;
   - 3 June 2024;
   - 29 July 2024; and
   - 28 October 2024.

8. **Audit and Risk Committee Workshop** - A workshop was held on 30 October 2023 with members that covered the following:
   - I**nternal Audit Legislative Changes** - An overview of the changes to be implemented from 30 November 2023.
   - **Draft Internal Audit Program** - A draft three year Internal Audit Program was presented to with feedback provided by members. This included an overview of the program, approach and consultation with members with regards to the proposed responsibility for the Internal Audit function (Manager, Financial Services).
9. **Audit and Risk Committee Review and Council** Adoption - A report was taken to the Audit and Risk Committee meeting in November 2023 and Council meeting in December 2023. The purpose of the report was to provide a draft Internal Audit Plan for review by the Audit and Risk Committee prior to review and adoption by Council.

PROPOSAL

1. **Overview and Purpose** - The purpose of this report is to provide the Audit and Risk Committee with oversight of the progress against the internal audit work plan further to the reports provided to the Audit and Risk Committee and Council from February - June 2024.

2. **Internal Audit Plan Progress** - As per the table below the following progress has been made with the internal audit plan focussing on audits to be undertaken this financial year:

Internal Audit Project	Progress in this quarter
Internal Audit Plan Development	• **Adopted Internal Audit Plan** - Reviewed by the Audit and Risks Committee in November 2023 and adopted by Council in December 2023.

Internal Audit Project	Progress in this quarter
	• **Proposed Revised Internal Audit Plan** - Further to progress made in this financial year, the three year plan has been reviewed. The proposed revised program has been updated to reschedule some internal audits taking into consideration organisational capacity to deliver. The report is included in this meeting's agenda.
Penetration Testing	**Progress** - Has been completed by external systems provider.
Incident Response Plan	• **External Resource** - The plan has been completed and one component has been tested. Another significant component has been prioritised for completion in Q1 2024/2025. • **Audit and Risk Committee Meeting -** A report will be brought to the Audit and Risk Committee in October 2024.
Payroll and Remuneration	• **Audit and Risk Committee Meeting -** A report detailing the scope was brought to February 2024 Audit and Risk Committee meeting. • **Internal Audit -** Was undertaken between March and May 2024 by UHY Haines Norton. • **Internal Audit Report -** Will be presented to ELT in June 2024. • **Audit and Risk Committee Meeting** - The final report and Council's response will be presented at the July 2024 Audit and Risk Committee meeting.
Position Description and Accreditation	• **Internal Manager Engagement and Planning -** The Manager Organisational Development is working with other Managers across the organisation to update all position descriptions. The internal audit has been deferred and will take place in HY1 2024/2025. • **Audit and Risk Committee Meeting -** A report will be brought back in March 2025.

Internal Audit Project	Progress in this quarter
PDI Act 2016 – Post Implementation Review	• **Audit and Risk Committee Meeting -** A report detailing the scope was brought to February 2024 Audit and Risk Committee meeting. • **Internal Audit -** Was undertaken between March and May 2024 by Galpins. • **Internal Audit Report -** Will be presented to ELT in June 2024. • **Audit and Risk Committee Meeting** – The final report and Council's response will be presented at the July 2024 Audit and Risk Committee meeting.
Workers Compensation	• **Review** - The organisation participated in a Return To Work (RTW) procedural review by the Local Government Workers Compensation Scheme in April 2024. • **Draft Report Findings** - The draft report indicated minor improvements which included. ➢ Contingency roles to be identified within Position Description (PD) for RTW roles; ➢ RTW Claim Responsibilities to be articulated in Payroll PD's; and ➢ RTW training for all People Leaders. • **Executive Review** - Final Report to go to ELT in June 2024. • **Audit and Risk Committee Meeting** - The final report and Council's response will be presented at the July 2024 Audit and Risk Committee meeting.

3. **Next Steps** - Individual Internal Audit Reports will be brought to the Audit and Risk Committee on 29 July for review. The next quarterly Internal Audit report will be brought to the Audit and Risk Committee on 29 July.

LEGAL IMPLICATIONS

Local Government Act

STRATEGIC PLAN

N/A

COUNCIL POLICY

Internal Audit Policy

F225 Fraud and Corruption Prevention Policy

Internal Controls Policy

Risk Management Policy

ECONOMIC IMPLICATIONS

N/A

ENVIRONMENTAL IMPLICATIONS

N/A

SOCIAL IMPLICATIONS

N/A

CULTURAL IMPLICATIONS

N/A

RESOURCE IMPLICATIONS

Budget Allocation - The Internal Audit Plan 2024-2026 was created to be conducted within the current available budget (pending a procurement process). $20k has been included in the 2023/2024 budget. The two audits undertaken are expected to be within budget.

VALUE FOR MONEY

Some internal audits will improve Council's efficiency and effectiveness.

RISK IMPLICATIONS

Improved Internal Audit processes is in keeping with the Audit and Risk responsibilities and legislation and will result in improved risk management processes.

EQUALITIES AND DIVERSITY IMPLICATIONS

N/A

ENGAGEMENT AND COMMUNICATION STRATEGY

N//A

IMPLEMENTATION STRATEGY

N/A

CONCLUSION AND RECOMMENDATION

It is recommended that the quarterly Internal Audit report be noted.

ATTACHMENTS

Nil

16.11 DRAFT REVISED INTERNAL AUDIT PROGRAM – REPORT NO. AR24/36992

Committee:	**Audit and Risk Committee**
Meeting Date:	**3 June 2024**
Report No.:	**AR24/36992**
CM9 Reference:	**AF11/863**
Author:	**Julie Scoggins, Manager Financial Services**
Authoriser:	**Jane Fetherstonhaugh, General Manager Corporate and Regulatory Services**
Summary:	**Further to the annual review of the Council's internal audit program this report reviews the progress and provides a Draft Revised Internal Audit Plan for review by the Audit and Risk Committee prior to review and adoption by Council.**
Strategic Plan Reference:	**Goal 1: Our People** **Goal 2: Our Location** **Goal 3: Our Diverse Economy** **Goal 4: Our Climate, Natural Resources, Arts, Culture and Heritage** **Goal 5: Our Commitment**

REPORT RECOMMENDATION

1. That Audit and Risk Committee Report No. AR24/36992 titled 'Draft Revised Internal Audit Program' as presented on 03 June 2024 be noted.
2. That the Revised Internal Audit Plan as attached to Report No. AR24/36992, having been reviewed by the Audit and Risk Committee on 3 June 2024, be adopted.
3. That the Chief Executive Officer or Delegate be authorised to make any necessary changes to the Draft Revised Internal Audit Plan arising from this meeting, together with any typographical corrections, amendments to position or organisation titles, and finalisation of the document's formatting that do not materially alter the integrity of the document.



TYPE OF REPORT

Legislative

BACKGROUND

1. **Section 84** - of the Statutes Amendment (Local Government Review) Act 2021 includes subsection (3) which results in a greater emphasis on internal audit and risk management.
2. **Section 82** - of the Act amends Section 125 of the Local Government Act and in particular, Section 125(3) to include that 'a Council must ensure that appropriate policies, systems and procedures relating to risk management are implemented and maintained in order to assist the Council to carry out its activities in an efficient and orderly manner' to:
   - achieve its objectives;
   - inform appropriate decision making;
   - facilitate appropriate prioritisation of finite resources;
   - promote appropriate mitigation of strategic, financial and operational risks relevant to the Council.
3. **Section 126** ***(4)*** - *The functions of a council audit and risk committee include—*

   (*g*) —
   (i) if the council has an internal audit function—
   (A) providing oversight of planning and scoping of the internal audit work plan; and
   (B) reviewing and commenting on reports provided by the person primarily responsible for the internal audit function at least on a quarterly basis;
4. **Audit and Risk Committee Terms of Reference** - The following section of the Audit and Risk Committee Terms of Reference (as adopted in April 2024) is relevant to this report:

   12.4 Internal Audit (where Council has a separate internal audit function) The Committee shall:

   12.4.1 Monitor and Review - The effectiveness of the Council's internal audit function in the context of the Council's overall risk management system.

   12.4.2 Program - Consider and make recommendation on the program of the internal audit function and the adequacy of its resources and access to information to enable it to perform its function effectively and in accordance with the relevant professional standards.

   12.4.3 Reports - Review all reports on the Council's operations from the internal auditors.

   Aligned with **Section 126 (4)** of the Local Government Act one of the functions of the Audit and Risk Committee will be as

follows:

(i) if the council has an internal audit function—

(A) providing oversight of planning and scoping of the internal audit work plan; and

(B) reviewing and commenting on reports provided by the person primarily responsible for the internal audit function at least on a quarterly basis;

*Aligned with **Section 125A** of the Local Government Act as follows:*

(1) Despite any other law or instrument to the contrary, the person primarily responsible for the internal audit function –

(a) must ensure that any reports they prepare relating to the internal audit function are provided directly to the audit and risk committee; and

(b) may report any matters relating to the internal audit function directly to the audit and risk committee.

12.4.4 Findings and Recommendations - Review and monitor management's responsiveness to the findings and recommendations of the Internal Auditor; and

12.4.5 Direct Access - Provide the internal Auditor with the right of direct access to the Mayor of the Council and to the Presiding Member of the Committee.

5. **Internal Audit Approach** - Council agreed an approach with Dean Newbery and Partners (Council's external auditors) further to their appointment as Council's external auditor in 2021 as follows:
   - **Internal Financial Controls Self-Assessment** - The internal financial controls that had not been assessed since 2018 would be assessed in FY 2023;
   - I**nternal Audit** - A risk based would be undertaken to build an internal audit program starting with one internal audit in FY 2024.
6. **Line of Defence** - Monitoring activities form an important component of Council's lines of defence for managing risk. The Better Practice Model – Internal Financial Controls for South Australian Councils identifies monitoring activities as being within the second line of defence for Councils, with the internal audit function as the third (As shown below).



Source: SALGFMG Better Practice Model –Internal Financial Controls for South Australian Councils published April 2017

7. **Audit and Risk Committee Workshop** - A draft three year Internal Audit Program was presented to the Audit and Risk Committee on 30 October 2023 with feedback provided by members.
8. **Audit and Risk Committee Review** - The Audit and Risk Committee reviewed the Internal Audit Plan at the meeting on 27 November 2023 and requested that Procurement and Contract Management be added in the second and third year of the plan. The revised plan was tabled and adopted at the Council meeting on 12 December 2023.
9. **Internal Audit Policy** - A new policy was reviewed by the Audit and Risk Committee at the November meeting and adopted by Council in December 2023 .
10. **Annual Review** - The Internal Audit Program is reported upon in line with legislation and a review of the program will be undertaken annually with changes made if required.

PROPOSAL

1. **Delivery To Date** - The following projects either have or will be delivered in this financial year (as per the reports included in this Audit and Risk Agenda):
    - **PDI Act -** Undertaken by Galpins from March-May 2024. Report to be brought to the Audit and Risk Committee on 29 July 2024.

- **Payroll and Remuneration** - Undertaken by UHY Haines Norton from March-May 2024. Report to be brought to the Audit and Risk Committee on 29 July 2024.
- **Penetration Testing** - Has been completed for this financial year (2023/2024).
- **Workers Compensation Internal Audit** - Completed for this financial year with report to be brought to the Audit and Risk Committee on 29 July 2024.
- **Incident Response Plan** – Progressed in this financial year with further testing planned for next year.

2. **Changes to Internal Audit Plan** - The following changes are proposed (as highlighted in Attachment 1 in red):
   - **Workers Compensation** - Further to advice from the Manager Organisational Development this activity has now been included for all years.
   - **Position Description & Accreditation** - This internal audit has been deferred to 2024/2025 reflecting organisational capacity.
   - **Payroll & Remuneration** - A broader internal audit has been proposed for 2025/2026 further to the internal auditor's recommendations.
   - **Legislated Training -** This internal audit has been deferred to 2025/2026 reflecting organisational capacity.
3. **Next Steps** - The maturity of the organisation and capacity to deliver will be carefully considered in the future years of the program. Quarterly reporting that will be brought directly to the Audit and Risk Committee will monitor the progress throughout the year.

LEGAL IMPLICATIONS

Local Government Act

STRATEGIC PLAN

N/A

COUNCIL POLICY

Internal Audit Policy

F225 Fraud and Corruption Prevention Policy

Internal Controls Policy

Internal Audit Policy

Risk Management Policy

ECONOMIC IMPLICATIONS

N/A

ENVIRONMENTAL IMPLICATIONS

N/A

SOCIAL IMPLICATIONS

N/A

CULTURAL IMPLICATIONS

N/A

RESOURCE IMPLICATIONS

Budget Allocation – The attached revised plan includes audits planned for 2024/2025. The Draft budget includes $20k allocation for external resource to undertake one audit.

VALUE FOR MONEY

Some internal audits will improve Council's efficiency and effectiveness.

RISK IMPLICATIONS

Improved Internal Audit processes is in keeping with the Audit and Risk responsibilities and legislation and will result in improved risk management processes.

EQUALITIES AND DIVERSITY IMPLICATIONS

N/A

ENGAGEMENT AND COMMUNICATION STRATEGY

N/A

IMPLEMENTATION STRATEGY

The internal audit program once adopted by Council will be implemented as follows:

- **Procurement Activities** - Will be undertaken to select external provider(s) that will lead the internal audit where external resource is required.
- **Detailed Planning** - Will be undertaken where the Manager Financial Services will work with the lead Manager of the function being audited.

CONCLUSION AND RECOMMENDATION

It is recommended that the Revised Internal Audit Plan be adopted.

ATTACHMENTS

1. Draft - Internal Audit Plan


City of Mount Gambier
Proposed Revised Internal Audit Plan (June 2024)
2023/2024 - 2025/2026
1



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Objective:

- **Proposed Internal Audit Projects** - The City of Mount Gambier's Internal Audit Plan presents the proposed internal audit projects for the 2023/2024 – 2025/2026 financial years.
- **Key Objective** - The objective of these internal audit projects is to ensure that key strategic risks are being effectively managed and to enhance the business performance of City of Mount Gambier by reviewing existing business processes and recommending improvements to process effectiveness, efficiency and economy.
- **Organisational Performance** - These audit projects are expected to strengthen the effectiveness of risk management, governance and internal controls.

Methodology:

- **Risk Based Approach** - To ensure that the City of Mount Gambier is able to obtain the most value from its internal audit projects, projects have been selected and resources have been allocated to the most significant auditable risks faced by Council.
- **Strategic Risk Register** - This defined focus of internal audit projects assumes that the Internal Audit Plan should be primarily based on City of Mount Gambier's risk profile. Council Administration has reviewed its strategic risk register, and as such this register is the primary source in the determination of the Internal Audit Plan (Appendix 1).
- **Strategic Risk Inherent Risk Extreme** - For the first three year Internal Audit Plan for COMG internal audits have been proposed that have an inherent risk rating of extreme and current risk rating of high as per the Strategic Risk Register summary below:

	Description	Inherent	Current	Target
1	Cyber Security	Extreme	High	Medium
2	Financial Sustainability	Extreme	High	Medium
3	People Workforce and Compliance	Extreme	High	Medium
4	Climate and Future Vulnerability	High	High	Medium
5	People Culture and Workforce Planning	Extreme	High	Medium
6	Safety Compliance and WHS Management	Extreme	High	Medium
7	Environmental Compliance	High	High	Medium
8	Major Infrastructure	Extreme	High	Medium
9	Governance, Compliance and Legislative Obligations	Extreme	High	Medium
10	Political Risk and Stability	Medium	Medium	Low
11	Economic Development	Medium	Medium	Low
12	Contract Management, Procurement and Project Management	Medium	Medium	Low
13	Relationship, Connection and Engagement with Community	High	Low	Low

Methodology(Continued):

- **Secondary Sources** - Have been considered in the development of the Internal Audit Plan:
  - **External Auditor's Recommendations** - Recommendations made as part of Council's previous interim and balance date audits.
  - **Benchmarking** - A review of internal audits being undertaken by other South Australian Councils.
  - **Internal Financial Controls Self-Assessment** - Controls/activities where action plans have been developed have also been considered.
  - **Scheme/LGRS Audits –** Feedback from audits.
- **Strategic Work Plan –** Council has a number of strategic priorities that Administration will be delivering over the next three years. These include a number of projects such as the workforce plan that are aligned with the strategic risk of People Workforce and Compliance. Where projects are being delivered across the three years either internal audits are not proposed in this plan or are included in the final year.
- **The Internal Audit Plan Categorisation –** The internal audit plan has been categorised principally under three headings as shown below:

Three Types of Audit	
Operational	To review the robustness of systems, policies and processes.
Strategic	To provide an independent examination of the strategic objective, a program, function, operation or the management systems and procedures of council to assesswhether the administration is achieving value for money, efficiency, and effectiveness.
Compliance/Legislative	To provide comfort that contractual or legislatove/regulatory obligations are being met.

Approval and Revision:

- **Approval** - The City of Mount Gambier's Internal Audit Plan requires approval from the following authorities:
  - Council Executive Leadership Team (ELT);
  - Audit and Risk Committee; and
  - Council.

- **Annual Review** - Subsequent to its adoption the 2023/2024 – 2025/2026 Internal Audit Plan should be reviewed at the end of each financial year against the City of Mount Gambier's risk register which is also revised annually. This ensures that the coming year's audit projects continue to focus on critical business risks impacting the organization. This revision may result in the introduction of new audit projects, removal of some audit projects and re-prioritisation of some existing audit projects.

- **Emerging Issues** - Issues that arise outside the formalised work plan but are considered of high risk or in response to an emerging matter may also drive changes to the program. As Council becomes more mature in its measure of risk or as new risks arise, the Internal Audit Plan will be updated to accommodate any new priorities for audits to be undertaken.

Internal Audit Process:

- **Process Steps –** The steps to be followed in an internal audit are as follows:



Resourcing:

- The City of Mount Gambier's 2023/2024 – 2025/2026 Internal Audit Plan will be delivered utilising the following resource:

  - **Manager Financial Services (MFS) (or such equivalent position)** - Is responsible, on a day to day basis, for the internal audit function of Council. In achieving operational independence of the internal audit function the CEO has ensured that the MFS has dual reporting lines. These reporting lines require that the MFS must:
    - **Administrative Reporting** - Report administratively to the CEO to facilitate day to day operations of the internal audit function and;
    - **Strategic Direction** - Report to the Audit and Risk Committee for strategic direction and accountability of the internal audit function.

  - **Finance Activities** - Where the MFS has responsibility for an activity that is scheduled for review, the Manager Organisational Development will manage the internal audit to ensure that the independence of the function is not compromised.

  - **Internal Resource** – Where appropriate controls are in place to maintain independence and the skills and capacity are available within the organisation audits will be completed using existing in-house resource.

  - **External Resource** – External providers will be utilised for strategic and compliance audits where specialised skills and experience are required.

Reporting:

- **Individual Internal Audit Reports** - Will be brought to the Council Executive and Audit and Risk Committee as required to detail the scope of the internal audit prior to commencement of the audit activity, with a further report to be brought to the Council Executive and Audit and Risk Committee to provide the internal audit report that will detail the findings and agreed actions.

- **Legislated Reporting**:

  Aligned with **Section 126 (4)** of the Local Government Act one of the functions of the Audit and Risk Committee will be as follows:

  (i) if the council has an internal audit function—

  (A) providing oversight of planning and scoping of the internal audit work plan; and

  (B) reviewing and commenting on reports provided by the person primarily responsible for the internal audit function at least on a quarterly basis;

Reporting (Continued):

Aligned with **Section 125A** of the Local Government Act as follows:

(1) *Despite any other law or instrument to the contrary, the person primarily responsible for the internal audit function - (a) must ensure that any reports they prepare relating to the internal audit function are provided directly to the audit and risk committee; and (b) may report any matters relating to the internal audit function directly to the audit and risk committee.*

As such quarterly reporting will be provided to the Council Executive and the Audit and Risk Committee.

Aligned with **Section 99** of the Local Government Act the CEO will:

(ib) to report annually to the relevant audit and risk committee on the council's internal audit processes;

Internal Audit Plan:

Internal Audit Project	Description	Strategic Risk	Category	Resource	2023/ 2024	2024/ 2025	2025/ 2026
Internal Audit Plan Development	Development of the Internal Audit Plan following review in 2024. This will include indicative audit scopes and links to Council's Strategic Risk Register.	All Risks	All	Internal	✓		
Penetration Testing	The objective of this testing is to identify weaknesses within the COMG internal network on an ongoing basis.	Cyber Security	Operational	External	✓	✓	✓
Incident Response Plan	Review the adequacy of the incident response plan.	Cyber Security	Operational	Internal	✓	✓	✓
Payroll & Remuneration	Review onboarding, changes to staff employment terms and exit of staff.	Financial Sustainability	Operational	External	✓		
Payroll & Remuneration	Broader organisation wide internal audit testing a range of current employees (excluding the employees within the scope of the above audit) against the terms and conditions of the relevant EBs, Awards and Contracts	Financial Sustainability	Operational	External			✓
Position Description & Accreditation	Review of position descriptions across the organisation to ensure that they are in date, accurate and that accreditation has been maintained by staff.	People, Workforce and Compliance	Compliance/ Legislation	Internal	✓	✓	
PDI Act 2016 - Post Implementation Audit	Review of processes and organizational compliance further to the implementation of the PDI Act 2016.	Governance, Compliance, and Legislative Obligations	Compliance/ Legislation	External	✓		
Data Protection & Privacy	The review will assess the design of Council's process for compliance with relevant privacy legislation and testing the operating effectiveness of key controls such as data management, data storage, privacy breach response and management.	Cyber Security	Compliance/ Legislation	Internal		✓	
Management of Leave Entitlements	Review of staff leave entitlements focusing liabilities, and effectiveness of administrative principles and procedures.	People, Workforce and Compliance	Compliance/ Legislation	Internal		✓	
Legislated Training	Review of completion of legislated training across the organisation.	Safety Compliance and WHS Management	Compliance/ Legislation	Internal		✓	✓

Internal Audit Project	Description	Strategic Risk	Category	Resource	2023/ 2024	2024/ 2025	2025/ 2026
Workers Compensation Process	Review of effectiveness of administrative principles and procedures.	Safety Compliance and WHS Management	Compliance/ Legislation	External	✓	✓	✓
Fraud Prevention	Review the effectiveness and completeness of Council's framework (gap analysis vs standard, roles, responsibilities, policies and procedures and internal training and awareness).	Governance, Compliance, and Legislative Obligations	Compliance/ Legislation	External		✓	
Council Policies	Review of Council policies ensuring alignment with the "Better Practice model" and legislation.	Governance, Compliance, and Legislative Obligations	Compliance/ Legislation	Internal		✓	
Grants Management	Review of Council's 'Cradle to Grave' grants process from strategy to acquittal.	Financial Sustainability	Strategic	External			✓
Investigations	Review of investigation procedures.	Safety Compliance and WHS Management	Compliance/ Legislation	External			✓
Project Health Check	This review will include an assessment of a project's management mechanisms, governance structure, project team roles and responsibilities, and project status reporting mechanisms.	Major Infrastructure	Strategic	External			✓
Legislative Compliance	Assessment of COMG's legislative compliance work plan, auditing one act at a time with actions monitored and managed by Council Staff.	Governance, Compliance, and Legislative Obligations	Compliance/ Legislation	External			✓
Procurement	Assessment of compliance with the exemption from competitive process framework.	Financial Sustainability	Compliance/ Legislation	Internal		✓	
Contract Management	Compliance with delegation register throughout the contract management life cycle.	Financial Sustainability	Compliance/ Legislation	Internal			✓

It is acknowledged that the Internal Audit Plan may be subject to variations the risk profile or business objectives for Council mature further. Any proposed variations will be presented to the Audit and Risk Committee for consideration prior to any amendments being made to the endorsed Internal Audit Plan.

As required Council's ELT, the Audit and Risk Committee or Council Members may also request for additional audit projects that were not originally included in the Internal Audit Plan.

Appendix 1 - Strategic Risk Register:

Risk ID #	Risk Description	Inherent Risk Rating (If Controls Fail)	Current Risk Rating (Controls in Place)
S1	Inability to maintain connected relationship with community may result in strategic targets and objectives not being aligned to community expectation	High	Low
S2	Non compliance with legislation requirements can result in legal implications and inability to deliver on decision making and critical council services.	Extreme	High
S3	Adequate resource and planning to maintain and current major infrastructure and delivery of new infrastructure	Extreme	High
S4	Inability to meet environmental targets and legislative requirements could impact ability to deliver on core services such as waste management, cemetery operations, conservation and water management, heritage requirements.	High	High
S5	Management of the political environment including relationships with Elected body, State, Federal and Regional Local Governments	Medium	Medium
S6	Access, Connectivity and positioning of the City to ensure ongoing economic viability	Medium	Medium
S7	Effective Contract Management that demonstrates transparency, value and quality of projects	Medium	Medium
S8	Effective management of Rates Revenue, Level of Funding, Revenue Growth, Ineffective Debt, Liability and Expenditure Management	High	High
S9	Organisational preparedness for climate change events, emergency management planning and capability within organisation, community and other councils	High	High
S10	Providing a safe and compliant environment and systems to manage WHS in the workplace, and keep people safe from risk, injury and harm	Extreme	High
S11	Strategic, Planned and Effective workforce planning, including recruitment and retention, creating a positive culture where people with capacity to innovate and grow	Extreme	High
S12	Ineffective Systems can leave the organisation exposed to cyberattacks resulting in possibility of ransom, loss of organisation and community data and reputational damage	Extreme	High
S13	Prevention of Risk or harm to children, young people and vulnerable people, inability to maintain Child Safe Organisational Standard with Department of Human Services	Extreme	High

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16.12 EXTERNAL AUDIT MANAGEMENT REPORT – REPORT NO. AR24/36615

Committee:	**Audit and Risk Committee**
Meeting Date:	**3 June 2024**
Report No.:	**AR24/36615**
CM9 Reference:	**AF11/863**
Author:	**Julie Scoggins, Manager Financial Services**
Authoriser:	**Jane Fetherstonhaugh, General Manager Corporate and Regulatory Services**
Summary:	**To inform the Audit and Risk Committee of the progress against Council's External Auditor's recommendations for the 2020/2021 2021/2022, and 2023/2024 years.**
Strategic Plan Reference:	**Goal 1: Our People** **Goal 2: Our Location** **Goal 3: Our Diverse Economy** **Goal 4: Our Climate, Natural Resources, Arts, Culture and Heritage** **Goal 5: Our Commitment**

REPORT RECOMMENDATION

1. That Audit and Risk Committee Report No. AR24/36615 titled 'External Audit Management Report' as presented on 03 June 2024 be noted.

TYPE OF REPORT

Legislative

BACKGROUND

1. **Audit and Risk Committee Terms of Reference** - The following section of the Audit and Risk Committee Terms of Reference (as adopted in April 2024) is relevant to this report:

   12.5.5 ***Annual Audit Plan*** *- Review and make recommendations on the annual audit plan, and in particular its consistency with the scope of the external audit engagement.*

   12.5.6 ***Audit Findings*** *- Review the findings of the audit with the auditor. This shall include, but not be limited to, the following:*

   - *A discussion of any major issues which arose during the external audit;*
   - *Any accounting and audit judgements; and*
   - *Levels of errors identified during the external audit.*

   12.5.9 ***Management Letter*** *- Review the management letter and management's response to the external auditor's findings and recommendations. Subsequent to the initial review the Committee will oversee action to follow up on matters raised by the external auditors.*

2. **External Auditor Recommendations** - Council's previous external auditor, Galpins Accountants Auditors and Business Consultants, were appointed as Council's external auditor in 2016 and undertook interim and balance date audits over the following 5 years. Recommendations for improvement were put forward by Galpins with follow up actions agreed with Council.

3. **Appointment of External Auditors** - Dean Newbery and Partners were appointed as Council's external Auditors for a period of 5 years commencing with the audit of the financial year ending 30 June 2022.

4. **Audit and Risk Committee Recommendation February 2022** - A report be provided to the Audit and Risk Committee at least on a quarterly basis throughout the financial year to provide an update on the progress against the recommendations raised by the External Auditors.

5. **Visits 2021/2022**- Council's external auditors (Dean Newbery and Partners) undertook an interim site visit in April 2022 and a balance date audit site visit in August 2022 in relation to the external audit for the year ended 30 June 2022.

6. **Visits 2022/2023 Financial Year** - Council's external auditors (Dean Newbery and Partners) undertook an interim site visit in May 2023 and a balance date audit site visit in September 2023.

7. **Visit 2023/2024 Financial Year** - Council's external auditors (Dean Newbery and Partners) undertook an interim site visit in May 2024. At the visit review meeting the auditors requested that a letter from the CEO be sent to the external audit partner to detail the progress against previous actions/recommendations (as per Attachment 2).

8. **New Legislation** - From 30 November 2023, the following function has been required as per Section 126 (4)

   (4) The functions of a council audit and risk committee include—

   (c) monitoring the responsiveness of the council to recommendations for improvement based on previous audits and risk assessments, including those raised by a council's auditor;

PROPOSAL

1. **Action Plan** - Council staff have prepared and are continuing to implement an action plan to address the items identified in the Management Reports.

2. **Council's Progress** - This report and its attachments provide an update on Council's progress in implementing the continuous improvement recommendations from Council's auditors (further to the last update at the February 2024 meeting)..

3. **2020/2021 Internal Controls Report** - As shown in Attachment 1 of this report of the five activities highlighted, four have been completed and one is partially completed.

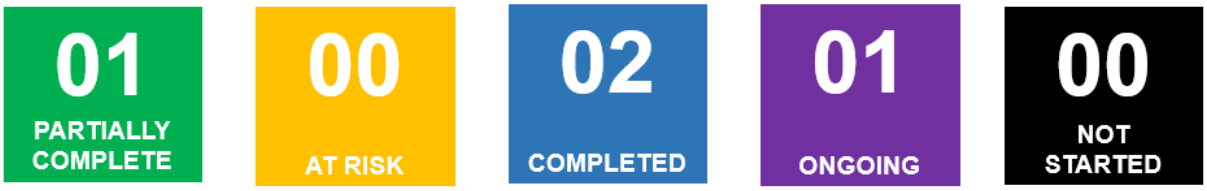
4. **Interim Management Report May 2022 Management Response** - Attachment 2 also shows the progress against risks as requested by the External Auditors, noting that the status of all risks is as follows:



- **Completed (9 Risks)** - Including User access levels – payroll masterfile, general journal review, asset revaluation reserve adjusting entry, internal financial controls self-assessment, user access levels – segregation of duties, payroll and accounts payable back up duties, payroll procedure, procurement exemption register and Library books accounting treatment.
- **Partially Complete/Ongoing (5 Risks)** - Including internal plant hire and full cost attribution, policy register, grants register, Riddoch Art Collection - Curatorial and Preservation Policy and, and leases and licences register.

5. **Balance Date Audit 2021/2022** – Two matters were raised to be addressed for future financial years including Caroline Landfill Post Closure Provision Review and Infrastructure Asset Revaluation. These actions have been reviewed with responses included in Attachment 2 for interim audit responses.

6. **Interim Audit Management Report June 2023 Management Response** - Attachment 2 shows the following (including updates for items requested by the External Auditors):



- **Completed (2 Risks)** - Infrastructure Asset Valuation, procurement policy.
- **Partially Complete/Ongoing (2 Risks)** - Caroline landfill post closure provision and leases/licenses.

7. **Balance Date Audit 2022/23** - Two matters were raised to be addressed for future financial years including Caroline Landfill Post Closure Provision Review (noting that the response is included in Attachment 2) and that the Reserve Accounting Practices response is as below.

- **Reserve Accounting Practices** - It should be noted that Council does not currently record any reserves as having a negative balance. Further to discussions during the FY 2023 balance date audit Finance staff will continue to carefully monitor reserves shown as having a zero balance.

9. **Next Update** - The next update will be brought to the Audit and Risk Committee at the July 2024 meeting.

LEGAL IMPLICATIONS

Actions are required to be resolved to ensure compliance with the Local Government Act 1999, Local Government (Financial Management) Regulations 2011 and accounting standards.

Section 129 of the Local Government Act 1999.

STRATEGIC PLAN

N/A

COUNCIL POLICY

A900 Asset Management Policy

Procurement Policy

Asset Accounting Policy

B300 Budget Framework

T150 Treasury Management Policy

ECONOMIC IMPLICATIONS

N/A

ENVIRONMENTAL IMPLICATIONS

N/A

SOCIAL IMPLICATIONS

N/A

CULTURAL IMPLICATIONS

N/A

RESOURCE IMPLICATIONS

N/A

VALUE FOR MONEY

N/A

RISK IMPLICATIONS

External audit is a key mitigation action for financial risk.

EQUALITIES AND DIVERSITY IMPLICATIONS

N/A

ENGAGEMENT AND COMMUNICATION STRATEGY

N/A

IMPLEMENTATION STRATEGY

CONCLUSION AND RECOMMENDATION

The external audit management reports indicate that overall Council has effective controls in place, with opportunity for improvements noted, action plans established to achieve best practice and progress made to date.

ATTACHMENTS

1. Attachment 1
2. Attachment 2 - Letter from CEO to Dean Newbery re. External Audit Actions

Attachment 1

Auditor Recommendation or Comment	Risk	Progress	Target Date	Status	Completion Date
2020/21 Internal Controls Letter					
Purchase Orders raised after invoices are received	M	Executive reporting developed and implemented.	31-Dec-21	Complete	31-Dec-21
		Revised procurement policy and recommendations from procurement review presented to Executive, Audit and Risk Committee and Council. Updated policy adopted by Council at the April 2022 Council meeting. Procurement procedures have been reviewed and approved by the Executive.	31-Dec-22	Complete	31-Dec-22
No formal maintenance plans supporting general maintenance strategies per the Asset Management Plan.	L	The building valuation and condition ratings have been received and have been included in the draft Building and Structures Asset Management Plan.	TBC	Partially Complete	
Accounts Payable - Improvements required in process for uploading supplier EFT files into online banking system.	M	A business systems review is scheduled. Any direct interface would need to be considered following completion of the review. As shown in the original response audit checks are already in place that would identify any changes.	30-Jun-23	Complete	30/04/2023
Payroll - Improvements required in process for uploading supplier EFT files into online banking system.	M	A business systems review is scheduled. Any direct interface would need to be considered following completion of the review. As shown in the original response audit checks are already in place that would identify any changes.	30-Jun-23	Complete	30/04/2023

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Reference:
Enquiries to: Ms Sarah Philpott

28 May 2024

Samantha Creten
Partner
Dean Newbery
PO Box 755
NORTH ADELAIDE SA 5006

Dear Samantha,

RE: City of Mount Gambier Progress Against Prior Year Audit Matters and Assessment of Audit Matters from the Interim Management Report 2022/23 Financial Year

Purpose:

Further to a request from Daniel Phillips Audit Manager that I send a letter detailing the progress against audit findings from the last two financial years (i.e. 2021/2022 and 2022/2023) the purpose of this letter is to provide you with an update on those items that were either not completed from the 2021/2022 interim audit or raised with Council further to the 2022/2023 interim audit.

Background:

1. **Action Plan** - Council staff have prepared and are continuing to implement an action plan to address the items identified in the Management Reports.
2. **Legislation** - Aligned with recent legislation, reports have been presented to the Audit and Risk Committee providing regular updates against these action plans.

3. **Audit and Risk Committee Report** – The last update on Council's progress in implementing the continuous improvement recommendations from you as Council's external auditors was presented at the February 2024 meeting.

Proposal:

1. **Interim Management Report May 2022 Management Response** - Attachment 1 also shows the progress against risks that were not complete at the time of the Interim Management Report from May 2023, noting that the status of all risks is as follows:



- **Completed (9 Risks)** - Including User access levels – payroll masterfile, general journal review, asset revaluation reserve adjusting entry, internal financial controls self-

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assessment, user access levels – segregation of duties, payroll and accounts payable back up duties, payroll procedure, procurement exemption register and Library books accounting treatment.

- **Partially Complete/Ongoing (5 Risks)** - Including internal plant hire and full cost attribution, policy register, grants register, Riddoch Art Collection - Curatorial and Preservation Policy and, and leases and licenses register.

2. **Interim Audit Management Report June 2023 Management Response** - Attachment 1 shows the following (including updates for items requested by the External Auditors):



- **Completed (2 Risks)** - Infrastructure Asset Valuation,and procurement policy.
- **Partially Complete/Ongoing (2 Risks)** - Caroline landfill post closure provision and leases/licenses.

If you have any queries relating to this letter or the attachment please contact me, Jane Fetherstonhaugh or Julie Scoggins.

Kind Regards

Sarah PHILPOTT
Chief Executive Officer

Interim External Audit Actions Status

June 2024

City of Mount Gambier

ORGANISATIONAL OVERVIEW
External Audit Actions
Interim Audit 2021/2022



External Audit 2022 - Previous Actions Status

Ref	Description	Date	Status	Progress Update
2022.1.6	Internal Plant Hire rates and the Full Cost Attribution (FCA)	5 May 2022		**Initial Review** - Galpins undertook a review of methodology for FCA, labour allocations and plant rates. **New Rates** - The new Plant Hire, labour allocation and Full Cost Attribution methodology has been reviewed with the external auditors and is due for review with key stakeholders, ELT and the Audit and Risk Committee.
2022.1.7	Review of Council's policy register.	5 May 2022		**Ongoing Review** - The review and update of Council policies is a priority activity for Council staff. This is a standing agenda item on each Executive (ELT) agenda. Overdue policies and those due for review are reviewed by ELT and the Audit and Risk Committee prior to being taken to Council. Bi-annual reports are taken to the Audit and Risk Committee and regular reports have also been taken to Council. **Key Policies** - Of the policies highlighted the following have been updated or revoked: • Fraud and Corruption Prevention Policy • Expiation Notices - Cancellation or Waiver • Waste Management - Receival of Waste – Caroline Landfill • Asset Management
2022.1.09	Grants Register	5 May 2022		• **Schedule** - A grants schedule was provided for the interim and balance date audit for FY 2023 and for the interim audit in FY 2024. • **Policy** - An external grants policy was brought to the ARC meeting in September 2023 and adopted by Council at the September 2023 Council meeting. • **Procedures** - Supporting administrative procedures are under development.
2022.1.11	Riddoch Art Collection - Curatorial and Preservation Policy	5 May 2022		**Policy** - to be developed with new Director. To be brought to Audit and Risk Committee in this calendar year.

ORGANISATIONAL OVERVIEW
External Audit Actions
Interim Audit 2022/2023

01	00	02	01	00
PARTIALLY COMPLETE	AT RISK	COMPLETED	ONGOING	NOT STARTED

External Audit 2023 - Previous Actions Status

Ref	Description	Date	Status	Progress Update
2023.1.1	Infrastructure Asset Valuation	May 2023		**Valuation** - A valuation was undertaken as at 30 June 2023 for the major asset classes (roads, footpaths and kerb and guttering). This was reviewed by the external auditors as part of the balance date audit. **Audit and Risk Committee Review** - The unaudited results of the valuation were taken to the Committee prior to the year-end audit. **Asset Management Plans and LTFP** - The valuation and condition rating data has been used to inform the draft Asset Management Plans and LTFP endorsed by Council for public consultation in May 2024.
2023.1.2	**Caroline Landfill** – Post Closure Provision Review (landfill liability).	May 2023		• **Financial modelling** - has been undertaken working with an external consultant and staff. • **Review** - The draft post closure provision is currently being reviewed by senior Council Management prior to a further review and certification to be undertaken by an external engineer.
2023.1.3	**Procurement Policy** – Open tender limited responses and application of exemption from tender process.	May 2023		• **Procurement Policy** - New policy brought to ARC in November 2023 and adopted by Council in December 2023. • **Exemption Process** - Exemption from competitive process updated for when have less than 3 tenders submitted from open tender and have used more select tenders to mitigate this risk • **Procedures** - Supporting procedures reviewed and approved by Council's Executive in January 2024 and rolled out across the organisation.

External Audit 2023 - Previous Actions

Ref	Description	Date	Status	Progress Update
2023.1.4	**Leases & Licenses Register** - Review	May 2023		• **Audit and Risk Committee** - Have requested a bi-annual report be presented detailing progress following the interim audit management letter for 2022/2023. • **April ARC Meeting** – A report was presented at the 8 April meeting with the following conclusion *Having provided background information on Council's 'strategic approach to property management' this report proposes that the renewal of Council's leases and licences be prioritised, aligned to Council's adopted priorities for strategic site/precinct master planning as proposed for consideration in the coming months.* *A further update will be provided to the Audit and Risk Committee on a six-monthly basis as requested.*

NB - also raised at 2022 Interim audit.

16.13 REVIEW OF 2024 AUDIT AND RISK PROGRAM – REPORT NO. AR24/36971

Committee:	**Audit and Risk Committee**
Meeting Date:	**3 June 2024**
Report No.:	**AR24/36971**
CM9 Reference:	**AF11/863**
Author:	**Julie Scoggins, Manager Financial Services**
Authoriser:	**Jane Fetherstonhaugh, General Manager Corporate and Regulatory Services**
Summary:	**This report provides an overview of the proposed changes to the 2024 Audit and Risk Committee Work Program that is put before the Committee for review prior to adoption by Council.**
Strategic Plan Reference:	**Goal 1: Our People** **Goal 2: Our Location** **Goal 3: Our Diverse Economy** **Goal 4: Our Climate, Natural Resources, Arts, Culture and Heritage** **Goal 5: Our Commitment**

REPORT RECOMMENDATION

1. That Audit and Risk Committee Report No. AR24/36971 titled 'Review of 2024 Audit and Risk Program' as presented on 03 June 2024 be noted.

2. That the revised work program as reviewed by the Audit and Risk Committee for the calendar year 2024 (attached) be adopted, noting the meeting dates, months and schedule are subject to change, including if an additional meeting is required.

TYPE OF REPORT

Other

BACKGROUND

1. **Terms of Reference** - The Audit and Risk Committee (ARC) Terms of Reference was adopted by Council in April 2024, the following sections of the terms of reference are relevant to this report:

   9.1 ***Number of Meetings -*** *The Committee have an ordinary meeting at least four times a year at appropriate times in the reporting and audit cycle and otherwise as required**.***
   9.2 ***Additional Meetings -*** *Shall be convened at the discretion of the Chairperson or at the written request of a Committee member, the CEO or the internal or external auditors.*

   The Committee:
   13.1 ***Annual Work Program*** *- The Committee must adopt an annual work program.*

2. **Purpose of the Work Program** - The Audit and Risk Committee has a work program that enables responsibilities from the Terms of Reference to be scheduled across the various committee dates.

3. **Legislation** - The attached work program is aligned with Section 126 (4) and (5) of the Local Government Act as shown below effective from 30 November 2023:

   (4) The functions of a council audit and risk committee include—
   (a) reviewing annual financial statements to ensure that they present fairly the state of affairs of the council; and
   (b) proposing, and providing information relevant to, a review of the council's strategic management plans or annual business plan; and
   (c) monitoring the responsiveness of the council to recommendations for improvement based on previous audits and risk assessments, including those raised by a council's auditor; and
   (d) proposing, and reviewing, the exercise of powers under section 130A; and
   (e) liaising with the council's auditor in accordance with any requirements prescribed by the regulations; and
   (f) reviewing the adequacy of the accounting, internal control, reporting and other financial management systems and practices of the council on a regular basis; and
   (g) —
   (i) if the council has an internal audit function—
   (A) providing oversight of planning and scoping of the internal audit work plan; and
   (B) reviewing and commenting on reports provided by the person primarily responsible for the internal audit function at least on a quarterly basis; or

   (h) *reviewing and evaluating the effectiveness of policies, systems and procedures established and maintained for the identification, assessment, monitoring, management and review of strategic, financial and operational risks on a regular basis; and*
   (i) reviewing any report obtained by the council under section 48(1); and
   (j) performing any other function determined by the council or prescribed by the regulations.

   (5) There must be at least 1 meeting of a council audit and risk committee in each quarter.

PROPOSAL

1. Further to review by the Manager Financial Services and the General Manager Corporate and Regulatory Services the attached revised Audit and Risk Committee Work Program has been updated to consider the following:

   - **Internal Audit Program** - Further to the adoption of the Internal Audit Program, the following has now been included in the program: Internal Audit - quarterly reports, progress on internal

audits reports, annual review of Internal Audit Program and Internal Audit - CEO Annual Report.

- **Internal Financial Controls Self-Assessment Update** - This report has been incorporated into the proposed revised work program.
- **Strategic Risk Register and WHS Update Reporting** - This has been updated to reflect the quarterly reporting cycle of the reporting that is taken to Council's Executive Leadership Team (ELT) and brought to the Audit and Risk Committee.
- **Budget Reviews** - Reflecting that the Audit and Risk Committee is advised of the draft Budget Review prior to adoption by Council at Audit Committee workshops, the reporting has been removed from the work program (with the exception of Budget Review 3) that is included in the ABP and LTFP.
- **Half Yearly Reports** - As requested by the Audit and Risk Committee half yearly reports on Council Policies and Leases and Licences have been included in the program.

2. **Number of Meetings** - The meetings scheduled in this report ensure that there are a minimum of four meetings per financial year aligned with the Audit and Risk Committee Terms of Reference.
3. **Revised Dates** - The revised dates of meetings held this year have been included in the revised work program.
4. **Publication of Revised Work Program** - The program will be published on the Audit and Risk Committee's page of Council's website.

LEGAL IMPLICATIONS

The Audit and Risk Committee is required under S126 of the Local Government Act 1999.

STRATEGIC PLAN

N/A

COUNCIL POLICY

N/A

ECONOMIC IMPLICATIONS

N/A

ENVIRONMENTAL IMPLICATIONS

N/A

SOCIAL IMPLICATIONS

N/A

CULTURAL IMPLICATIONS

N/A

RESOURCE IMPLICATIONS

Sitting fees are included in the annual budget.

Reports for the Audit and Risk Committee are incorporated into staff work plans.

VALUE FOR MONEY

N/A

RISK IMPLICATIONS

There is a risk that some reports identified in the work program may be delay to a different meeting.



EQUALITIES AND DIVERSITY IMPLICATIONS

N/A

ENGAGEMENT AND COMMUNICATION STRATEGY

N/A

IMPLEMENTATION STRATEGY

N/A

CONCLUSION AND RECOMMENDATION

The Draft Revised Audit and Risk Committee Work Program 2024 is sufficiently detailed and flexible to enable the Committee to fulfill its Terms of Reference

ATTACHMENTS

1. Attachment 1 - Proposed Revised Audit and Risk Committee Work Plan June 2024

Audit & Risk Committee - Draft Work Program

Month	January	February	April	June	July	October	November
	29-Jan	26-Feb	8-Apr	3-Jun	29-Jul	28-Oct	25-Nov
Recommendations To Council Meeting Dates	*February*	*March*	*April*	*June*	*August*	*November*	*December*
Financial Reporting & Management:							
Review statutory financial statements							
Comparison of actual performance to budget as at year-end							
Review performance of investments and borrowings							
Audit & Risk Committee self-assessment and annual report							
Internal Controls and Risk Management Systems:							
Internal Financial Controls Self Assessment Update							
Strategic Risk Register							
Review of insurances							
Work Health Safety Update							
Internal Audit:							
Internal Audit - Quarterly Reports							
Progress on internal audits							
Annual review of Internal Audit Program							
Internal Audit - CEO Annual Report							
External Audit:							
Review annual audit plan							
Meeting with auditors to review audit findings							
Review audit management report and management's response							
Review any Mgt Representation Letter before they are signed by management.							
Review of Strategic Management and Business Plans:							
Review Asset Management Plans (Forward Works Program)							
Review Long Term Financial Plan							
Review Annual Business Plan							
Budget Reviews (BR3) - Included in ABP and LTFP							
Policy Reviews:							
Asset Accounting Policy (Annual review)							
Half yearly report - Council Policy Update							
Any other policies as required							
Other:							
Review annual work program							
Review Terms of Reference							
Half Yearly Report - Leases and Licences Update							

16.14 AUDIT AND RISK COMMITTEE MEETING REPORT – REPORT NO. AR24/29748

Committee:	**Audit and Risk Committee**
Meeting Date:	**3 June 2024**
Report No.:	**AR24/29748**
CM9 Reference:	**AF11/863**
Author:	**Julie Scoggins, Manager Financial Services**
Authoriser:	**Jane Fetherstonhaugh, General Manager Corporate and Regulatory Services**
Summary:	**Further to legislative changes this report provides a report to Council after the Audit and Risk Committee meeting, summarising the work of the committee preceding the meeting and the outcomes of the meeting.**
Strategic Plan Reference:	**Goal 1: Our People** **Goal 2: Our Location** **Goal 3: Our Diverse Economy** **Goal 4: Our Climate, Natural Resources, Arts, Culture and Heritage** **Goal 5: Our Commitment**

REPORT RECOMMENDATION

1. That Audit and Risk Committee Report No. AR24/29748 titled ‘Audit and Risk Committee Meeting Report’ as presented on 03 June 2024 be noted.

TYPE OF REPORT

Legislative

BACKGROUND

1. **Legislation** – Section 126 of the Local Government Act effective from 30 November 2023 requires that the following report is prepared as shown below:

   (8) A council audit and risk committee must— (a) provide a report to the council after each meeting summarising the work of the committee during the period preceding the meeting and the outcomes of the meeting;

PROPOSAL

Period Preceding The Meeting:

3. **Council Member Briefing** - A meeting was held between the Council Member Audit and Risk Committee representative, the General Manager Corporate and Regulatory Services, Manager Financial Services and other report authors to provide a briefing on the reports included in the agenda prior to the meeting
4. **Presiding Member Pre-Meeting** - A meeting was held between the Manager Financial Services and the Presiding Member to discuss the agenda prior to the meeting.

Outcomes of The Meeting*:*

5. The outcomes of this meeting will be summarised in the minutes to be adopted by Council.

LEGAL IMPLICATIONS

Local Government Act Sections 125A, 126 and 41.

Local Government (Financial Management) Regulations 2011

Terms of Reference – Audit and Risk Committee

STRATEGIC PLAN

N/A

COUNCIL POLICY

N/A

ECONOMIC IMPLICATIONS

N/A



ENVIRONMENTAL IMPLICATIONS

N/A

SOCIAL IMPLICATIONS

N/A

CULTURAL IMPLICATIONS

N/A

RESOURCE IMPLICATIONS

N/A

VALUE FOR MONEY

N/A

RISK IMPLICATIONS

N/A

EQUALITIES AND DIVERSITY IMPLICATIONS

N/A

ENGAGEMENT AND COMMUNICATION STRATEGY

N/A

IMPLEMENTATION STRATEGY

N/A

CONCLUSION AND RECOMMENDATION

The recommendation to Council is that they note the report as presented (in conjunction with the minutes of the meeting).

ATTACHMENTS

Nil